



CITY OF CARMEL-BY-THE-SEA CITY COUNCIL AGENDA

Mayor Dave Potter, Councilmembers Jeff Baron,
Alissandra Dramov, Karen Ferlito, and Bobby
Richards
Contact: 831.620.2000 www.ci.carmel.ca.us

All meetings are held in the City Council Chambers
East Side of Monte Verde Street
Between Ocean and 7th Avenues

CITY COUNCIL SPECIAL MEETING Monday, January 8, 2024 4:30 PM

HYBRID MEETING ATTENDANCE OPTIONS

This meeting will be held in person and via teleconference ("hybrid"). The public is welcome to attend the meeting in person or remotely via Zoom, however, the meeting will proceed as normal even if there are technical difficulties accessing Zoom. The City will do its best to resolve any technical issues as quickly as possible. To view or listen to the meeting from home, you may also watch the live stream on the City's YouTube page at: <https://www.youtube.com/@CityofCarmelbytheSea/streams>. To participate in the meeting via Zoom, copy and paste the link below into your browser.

Please click the link below to join the webinar: <https://ci-carmel-ca-us.zoom.us/j/88913455261> Dial in: (253) 215-8782 Webinar ID: 889 1345 5261 Passcode: 720419

HOW TO OFFER PUBLIC COMMENT

The public may give public comment at this meeting in person, or using the Zoom teleconference module, provided that there is access to Zoom during the meeting. Zoom comments will be taken after the in-person comments. The public can also email comments to cityclerk@ci.carmel.ca.us. Comments must be received at least 2 hours before the meeting in order to be provided to the legislative body. Comments received after that time and up to the beginning of the meeting will be made part of the record.

CALL TO ORDER AND ROLL CALL

PUBLIC APPEARANCES - Members of the public are entitled to speak on matters of municipal concern not on the agenda during Public Appearances. Each person's comments shall be limited to 3 minutes, or as otherwise established by the Chair. Persons are not required to provide their names, however, it is helpful for speakers to state their names so they may be identified in the minutes of the meeting.

Under the Brown Act, public comment for matters on the agenda must relate to that agenda item and public comments for matters not on the agenda must relate to the subject matter jurisdiction of this legislative body. Hateful, violent, and threatening speech is impermissible public comment as it disrupts the conduct of the public meeting. This is a warning that if a member of the public attending this meeting remotely

violates the Brown Act by failing to comply with these requirements of the Brown Act the meeting, then that speaker will be muted.

ORDERS OF BUSINESS

Orders of Business are agenda items that require City Council, Board or Commission discussion, debate, direction to staff, and/or action.

1. Receive a report on the activities and actions over the previous two years on the City's Emergency Operations Plan and adopt Resolution 2024-001 approving the updated 2024 Emergency Operations Plan
2. Resolution 2024-002 reaffirming the City's public-private partnership with the Carmel Public Library Foundation
3. Receive an after action on Third Thursday and an update on the Farmers' Market and consideration of a Resolution 2024-003 authorizing the consumption of alcohol at the Farmers' Market Third Thursday events in 2024

STUDY SESSION

- A. Discussion of the Ad Hoc Committee findings and recommendations on the way forward for development of the Police facility

CLOSED SESSION

- A. CONFERENCE WITH REAL PROPERTY NEGOTIATORS PURSUANT TO GOVERNMENT CODE SECTION 54956.8:

Property: First Murphy House, NE corner Lincoln Street and 6th Avenue, Carmel-by-the-Sea

Agency negotiators: City Administrator, City Attorney

Negotiating parties: Carmel Heritage Society and Chamber of Commerce

Under negotiation: Lease amount and terms

PUBLIC APPEARANCES - Limited to items on closed session only

ADJOURNMENT

This agenda was posted at City Hall, Monte Verde Street between Ocean Avenue and 7th Avenue, Harrison Memorial Library, located on the NE corner of Ocean Avenue and Lincoln Street, the Carmel-by-the-Sea Post Office, 5th Avenue between Dolores Street and San Carlos Street, and the City's webpage <http://www.ci.carmel.ca.us> in accordance with applicable legal requirements.

SUPPLEMENTAL MATERIAL RECEIVED AFTER THE POSTING OF THE AGENDA

Any supplemental writings or documents distributed to a majority of the City Council regarding any item on this agenda, received after the posting of the agenda will be available for public review at City Hall located on Monte Verde Street between Ocean and Seventh Avenues during regular business hours.

SPECIAL NOTICES TO PUBLIC

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the City Clerk's Office at 831-620-2000 at least 48 hours prior to the meeting to ensure that reasonable arrangements can be made to provide accessibility to the meeting (28CFR 35.102-35.104 ADA Title II).



CITY OF CARMEL-BY-THE-SEA

CITY COUNCIL

Staff Report

January 8, 2024
ORDERS OF BUSINESS

TO:	Honorable Mayor and City Council Members
SUBMITTED BY:	Paul Tomasi, Chief of Police & Public Safety Director
APPROVED BY:	Chip Rerig, City Administrator
SUBJECT:	Receive a report on the activities and actions over the previous two years on the City's Emergency Operations Plan and adopt Resolution 2024-001 approving the updated 2024 Emergency Operations Plan

RECOMMENDATION:

Receive a report on the activities and actions over the previous two years on the City's Emergency Operations Plan and adopt Resolution 2024-001 approving the updated 2024 Emergency Operations Plan

BACKGROUND/SUMMARY:

Government Code 8610, contained within the California Emergency Services Act, requires the city to have an Emergency Operations Plan. The purpose of the plan is to provide legal framework to manage emergencies and to provide guidance of operations in the Emergency Operations Center (OES). In 1979, Carmel-by-the-Sea established Chapter 2.64 within the Carmel Municipal Code. Chapter 2.64, titled "Emergency Organization," defines the authorities and process of how the City will manage disasters.

In 1981, the city developed an emergency plan, which was supplemented in 1993, by the "Carmel-by-the-Sea Management Operations Plan (MOP). The MOP was developed because of the State Office of Emergency Services (OES) establishing Standardized Emergency Management System (SEMS) as the standard for managing disasters.

Following the 2001 terrorist acts, the Federal government issued a response mandate known as the "National Incident Management System" (NIMS), to address disaster management. In 2006, the City Council adopted a Resolution approving NIMS as the official regulatory guidance for emergency responses. Although SEMS meets the intent of NIMS, it is important the City's Emergency Operations Plan be updated in a manner to assure full compliance with policies and requirements of both SEMS and NIMS.

The existing Emergency Operations Plan (EOP) was created in 2008 to meet these requirements. The plan is updated every two years and presented to the council. The plan was most recently updated in June 2021. Most of the changes in the plan were merely administrative changes involving personnel names and contact information.

The following are highlights of the past two years, including incidents, training, planning, and preparation by the city.

The Emergency Operations Plan was utilized on multiple occasions over the past two years, including use through the continuation and conclusion of the Novel-Coronavirus (COVID) pandemic. The plan was also utilized through two major storms impacting the city and residents in early 2023.

Over the past two years, the city has recognized the importance of having both highly trained staff and volunteers to handle emergency situations as they arise. The city has devoted resources to our Community Emergency Response Team (CERT) and our Volunteers in Policing (VIPS), both of which have made major contributions to providing assistance during emergencies.

Over the next two years, the focus will be on continued training of Staff and Volunteers to be better prepared to manage emergencies as they happen. The following goals include:

1. Develop a more refined Emergency Plan to include incident specific playbooks,
2. Provide training on the use of WebEOC as an application to help us better record incidents.
3. Provide training to staff in various levels of Emergency Management.
4. Provide resources and training for our volunteers in CERT.

FISCAL IMPACT:

None

PRIOR CITY COUNCIL ACTION:

The existing EOP was presented to City Council for adoption in December 2008. The plan was revised in June 2011, 2013, 2015, 2017, 2019, and 2021.

ATTACHMENTS:

Attachment 1) Resolution 2024-001

Attachment 2) 2024 Emergency Operations Plan

**CITY OF CARMEL-BY-THE-SEA
CITY COUNCIL**

RESOLUTION NO. 2024-001

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARMEL-BY-THE-SEA
ACCEPTING THE 2024 UPDATES TO THE EXISTING EMERGENCY OPERATIONS PLAN**

WHEREAS, the City established Carmel Municipal Code, Chapter 2.64, which defines the authorities and process of how the City will manage disasters; and

WHEREAS, Government Code 8610 requires the City to have an Emergency Operations plan; and

WHEREAS, The City adopted the original Emergency Operations Plan in 2008 to meet those requirements; and

WHEREAS, the Emergency Operations Plan is updated every two years.

NOW THEREFORE, BE IT RESOLVED THAT THE CITY COUNCIL OF THE CITY OF CARMEL-BY-THE-SEA DOES HEREBY:

Accept the 2024 updates to the Emergency Operations Plan.

PASSED AND ADOPTED BY THE CITY COUNCIL OF THE CITY OF CARMEL-BY-THE-SEA this 8th day of January 2024, by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

APPROVED:

ATTEST:

Dave Potter
Mayor

Nova Romero, MMC
City Clerk

ATTACHMENT/EXHIBIT A

1. The 2024 Emergency Operations Plan

CARMEL-BY-THE-SEA

**EMERGENCY
OPERATIONS
PLAN**

2024

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

Foreword

The **Carmel Emergency Operations Plan (CEOP)** is an original plan that incorporates the policies and principles of the National Incident Management System (NIMS) and the Standardized Emergency Management System (SEMS) that was originally developed for and employed by the State of California. For the purposes of this plan, NIMS and SEMS, both of which utilize as a foundation the Incident Command System (ICS), are considered transparent. The plan is intended to provide organizational and policy guidance for use during an emergency or disaster based on contemporary standards, an operational reference for training and indoctrination of City employees, and standardized emergency checklists and forms. All City elected officials and employees are encouraged to become functionally familiar with the contents of this plan.

The **Carmel Emergency Operations Plan (CEOP)** has been approved by the Carmel City Council; the plan was effective on 2 December 2008 and has been revised, with said changes becoming effective on 9 January 2024.

Carmel-by-the-Sea City Council

Dave Potter
Mayor

Bobby Richards
Mayor Pro Tem

Karen Ferlito
Council Member

Jeff Baron
Council Member

Alissandra Dramov
Council Member

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

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

General

Intent and Basic Policy

The intent and basic policy governing the **Carmel Emergency Operations Plan (CEOP)** is to ensure that all major emergency and disaster operations undertaken by the City of Carmel are conducted in a coordinated and integrated manner consistent with the National Incident Management System (NIMS) and the Standardized Emergency Management System (SEMS) (California). By publishing and adopting this plan, the City of Carmel affirms that it will comply with NIMS and SEMS during all future emergency management/disaster evolutions, and that emergency operations will include all applicable agencies, including federal, state, county, local, and tribal governments, and with private sector and non-governmental organizations. The CEOP was developed in 2008 and is updated every two-years. This revised plan has been approved by the City Council of the City of Carmel by-the-Sea and its use in any major emergency or disaster is directed. The plan revises the **City of Carmel-by-the-Sea Emergency Operations Plan dated June 1, 2021 and is effective January 9, 2024.** Portions of germane Monterey County Operational Area plans that address specific threats or operations within the City of Carmel-by-the Sea have been incorporated into this plan in order to facilitate use during an actual emergency.

Mitigation

All California municipalities are required to develop a “**Local Hazard Mitigation Plan**”. This plan must be submitted via the Governor’s Office of Emergency Services to the Federal Emergency Management Agency (FEMA) for approval. Carmel was a participant in the development of the **County of Monterey Multi-Jurisdictional Hazard Mitigation Plan (MJHMP)**. This plan fulfills the requirement for the Carmel Local Hazard Mitigation Plan; the Carmel element of this plan was adopted by Council action on 2 October 2007, and became effective on that date.

Emergency Management Cycle

The “**Emergency Management Cycle**” consists of five elements that govern emergency management operations. These are:

- **Prevention:** Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. (See **Annex I – Prevention Plan** for additional details.)
- **Mitigation:** The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident. Mitigation measures are often informed by lessons learned from prior incidents. (See **Annex J – Mitigation Plan** for additional details.)
- **Preparedness:** The range of deliberated, critical tasks and activities necessary to build, sustain, and improve operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous pro-

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cess. Preparedness involves efforts at all levels of government and organizations to identify threats, determine vulnerabilities, and identify required resources. Within the NIMS, preparedness is operationally focused on establishing guidelines, protocols, and standards for planning, training and exercises, personnel qualification and certification, equipment certification, and publication management.

- **Response:** Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. (The basic CEOP provides additional details.)
- **Recovery:** The development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private-sector, nongovernmental, and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of incident lessons learned; post incident reporting; and development of initiatives to mitigate the effects of future incidents. (See **Annex L – Recovery Plan** for additional details.)

The City of Carmel is committed to employing all elements of the “**Emergency Management Cycle**” during any emergency incident that affects the City.

Emergency Plan Mission

The Emergency Plan Mission is to protect and preserve the lives and property of its citizens during all phases of emergency management and disaster evolutions that affect the City, and to ensure a comprehensive and coordinated response thereto. Inclusive in this effort is providing accurate, coordinated, complete, timely, understandable, responsive, and appropriate disaster related information and instructions to all elements of the City government and to the residents of the City of Carmel.

The mission of the **Carmel Emergency Operations Center (CEOC)** is:

- Minimize injury and loss of life.
- Minimize property damage and adverse economic impact.
- Minimize adverse environmental impact.
- Provide for the immediate needs of disaster victims.
- Acquire and assess emergency information and disseminate essential intelligence.
- Provide timely and accurate information to the public regarding emergency actions.

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- Establish resource coordination and management operations.
- In conjunction with other county, state and federal agencies, oversee the disaster recovery process throughout the impacted areas.

Purpose

This document provides response, recovery, mitigation, preparedness, and prevention guidelines for operations prior to and during all natural, technological, and manmade major emergencies or disasters that could affect the City of Carmel. The purpose of the **Carmel Emergency Operations Plan (CEOP)** is to provide the organization, responsibilities, and doctrine under which the City will manage and prepare for disaster operations.

Compliance with NIMS/SEMS

This plan complies with the policies and requirements of the National Incident Management System (NIMS) and the Standardized Emergency Management System (SEMS) (California).

Proponent

The City Administrator is designated the Emergency Services Director. The Director of Public Safety or Chief of Police is designated the Assistant Emergency Services Director. The Emergency Services Director is responsible for the development of emergency plans and for overall emergency services management within the City and shall have such other powers and duties as may be assigned by the City Council. Departmental Directors/Chiefs are responsible for ensuring that their personnel are familiar with the contents herein, and for ensuring that all designated CEOC positions under their purview are filled with knowledgeable and experienced personnel.

The general powers and duties of the Emergency Services Director and Assistant Emergency Services Director are contained in **City Code 2.64.050** and subsequent sections of the code, and for the purposes of implementing this plan, are considered the same for each.

Plan Administration

Emergency Services Director and Plan Development

The Emergency Services Director or his/her designee is responsible for the development of this plan, which provides for the effective mobilization of all City resources, both public and private, to meet any condition constituting a local emergency, state of emergency, or state of war emergency. The plan shall provide for the organization, powers and du-

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ties, services, and staff of the emergency organization. The plan revision shall take effect upon adoption by resolution of the City Council.

Emergency Management Advisory Committee

The Emergency Services Director is authorized to convene an Emergency Management Advisory Committee at his/her discretion. The Emergency Management Advisory Committee will be composed of members of the City Staff with expertise in emergency management matters. At the discretion the Emergency Services Director, representatives of civic, business, labor, veterans, professional, or other organizations having an official emergency responsibility, or specific expertise, may be invited to participate in the committee's deliberations.

Emergency Management Advisory Committee Duties

It shall be the purpose of the Emergency Management Advisory Committee to support the City's disaster activities of preparedness, response, recovery, and mitigation, including participating in training, exercises, and disasters, as feasible, and to provide advice to the Emergency Services Director on all matters pertaining to emergency management, preparedness, and response operations. These efforts are intended to promote the efficiency and effectiveness of all phases of emergency management operations. The Emergency Management Advisory Committee shall meet upon the call of the Emergency Services Director.

Plan Reproduction

This plan is the sole property of the City of Carmel-by-the-Sea. As such, it may be copied in part or as a whole by employees of the City for use in preparation for and during an actual major emergency or disaster. This plan may not be reproduced or copied by agencies or jurisdiction outside the City of Carmel.

The plan may be utilized in part or in whole by the plan originator, Robins Emergency Services Group, as an outline or format for similar plans.

Plan Review and Maintenance

The plan will be reviewed and upgraded/revised bi-annually. Unless emergent circumstances dictate an earlier review, the plan will be updated and/or revised on or before **1 January 2026**.

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

Policies and Plan Employment

The operational elements of this plan will be employed in the event of a major emergency incident or disaster.

- To accomplish the stated mission and purpose, the City of Carmel-by-the-Sea will employ the applicable elements of NIMS/SEMS/ICS as a participant in the Monterey County Operational Area.
- To facilitate emergency management, the **Carmel Emergency Operations Center (CEOC)** will be activated. See the following annexes for specific details germane to CEOC operations:
 - **Annex A – CEOC Positions and Duties.**
 - **Annex B – CEOC Position Operational Checklists.**
 - **Annex C – CEOC Communications.**
 - **Annex D – CEOC Facilities and Equipment Requirements.**
 - **Annex E – CEOC Forms and Associated Documentation.**

The following policies are applicable to plan activation:

- The **Carmel Emergency Operations Plan** is considered activated when the **Carmel Emergency Operations Center (CEOC)** is activated.
- The plan may be activated by the City Council (if in session), the City Administrator (serving as Emergency Services Director), or the Director of Public Safety or Chief of Police (serving as Assistant Emergency Services Director), or a designated Alternate Emergency Services Director. **(See City Code 2.64.060.)**
- The plan will be activated upon declaration of a “Local State of Emergency” by the City Council (if in session) or upon issuance of a declaration by the Emergency Services Director, or by declaration of a “Local State of Emergency” by Monterey County, or by declaration of “State of Emergency” either as declared by the Governor as defined in the California Emergency Services Act, or a “State of War Emergency” is declared by the President of the United States. **(See City Code 2.64.060.)**
- Routine, non-disaster emergencies stemming from 9-1-1 calls and other forms of notification will be handled in accordance with the protocols developed and employed by the Carmel Director of Public Safety or Chief of Police, the Monterey Fire Chief, the Carmel Public Services Director, and the Monterey County Emergency Medical Services Agency.

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- The plan will be automatically activated on receipt of an attack warning or the observation of an act of war or terrorist attack.

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Situation and Assumptions

This section reflects the City's situation current to the approval of this plan, and assumptions regarding potential effects on the City's operational posture and management that could occur during the tenure of the plan.

- The City of Carmel-by-the-Sea is situated on the Monterey Peninsula, a scenic area on the Central Coast of California. The City has developed the majority of its land area. Additional expansion is unlikely, but programmed enhancement of existing developed areas and structures will likely continue.
- Oversight and management of the City's fire services have been contracted to the Monterey Fire Department. This system has worked effectively and is likely to continue in the future. Unless unforeseeable circumstances develop, the dispatching of fire units will continue to be accomplished by the "Fire Comm" function of the Monterey County Emergency Communications Department.
- The City of Monterey Fire Department may contract to provide services for other Peninsula fire service agencies in the future. Any such consolidation is likely to have minimal impact on the implementation of this plan.
- Other areas of City provided services may be subject to consolidation and/or contracting with other municipalities in the interest of cost effectiveness.
- The City of Carmel-by-the-Sea will continue to be an active and supporting member of the Monterey County Operational Area Authority.
- In a major emergency situation or disaster, City resources could be taxed to or beyond their limits. In these situations, a request for augmentation from the Monterey County Operational Area or higher authority may be required to sustain viable and responsive operations at the local and/or field levels.
- Routine emergencies stemming from 9-1-1 calls and other forms of notification will continue to be handled in accordance with the protocols developed and employed by the Carmel Director of Public Safety or Chief of Police, the Monterey Fire Chief, the Carmel Public Services Director, and the Monterey County Emergency Medical Services Agency. Minor changes to meet changing operational priorities and needs will be adopted by the agencies involved as required.
- Management of major emergencies or disasters may be consolidated in the future under a regional concept, to possibly include a "Regional or Peninsula Emergency Operations Center" and participative staffing. An Integrated Emergency Operations Plan may be developed to facilitate a regional concept.

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- The Carmel Fire Ambulance (CFA) organization is functional as a critical emergency response asset to the City and will remain so in the future. This capability will continue to operate in conjunction with the Monterey Fire Department.
- CalOES Coastal Region has vacated its Oakland offices and has moved the Coastal REOC to Mather outside of Sacramento. The CalOES Coastal Region remains a stand-alone, single region, based at Mather. In the event of REOC activation, the State Operations Center (SOC) will be utilized as the REOC.

Note: Formerly designated the “California Emergency Management Agency (CALEMA)”, this agency has reverted to its original title of the “California Governor’s Office of Emergency Services (CalOES)”.

- Continued growth in the local Monterey Peninsula area will result in potential traffic congestion on highways, etc. contiguous to the City of Carmel-by-the Sea. Any congestion could impede response efforts during a major emergency or disaster situation.
- Environmental restrictions may cause challenges for emergency management in some areas. Enhanced inter-agency coordination may be necessary to work within these restrictions.
- Special events will continue to contribute to the ambiance of the City and may increase in number and scope.

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Carmel Emergency Operations Center (CEOC)

Carmel Emergency Operations Center (CEOC) and Support Facilities – Locations

The City of Carmel-by-the-Sea is committed to establishing a flexible CEOC posture in which several multi-use facilities can be utilized as the CEOC. Implementation of this policy will be dependent on the ability of the City to activate the primary, alternate, and backup sites quickly and effectively.

- **Primary CEOC:** The primary CEOC is a permanent facility located in the basement of the Carmel Police Station at the southeast corner of Junipero Street and Fourth Avenue. The designated facilities in this building will serve as the CEOC, however additional rooms/spaces may be employed as required. This site is equipped with an emergency power generator. See Annex **D -- CEOC Facilities and Equipment** for details and assigned equipment.
- **Alternate CEOC:** The Alternate CEOC is in the Carmel Fire Station on Sixth Avenue between Mission and San Carlos Streets and will be used if the primary CEOC is inoperable. The Engine Bay and Administrative Office will serve as the Alternate CEOC, however additional rooms/spaces may be employed as required. This site is equipped with an emergency power generator. See Annex **D -- CEOC Facilities and Equipment** for details and assigned equipment.
- **Backup CEOC:** In the unlikely event that the primary and alternate CEOCs are rendered inoperable, the Emergency Services Director will establish a Back Up or Field CEOC as necessary to conduct emergency response and recovery operations. It is likely that the Public Services Department Offices located at the southeast corner of the intersection of Junipero Street and Fourth Avenue will be used for this purpose, however, the requisition of a commercial, school, or temporary facility is a possible option. As it is unlikely that facilities of this nature will have an emergency power generator, consideration should be given to obtaining emergency power. Also, Vista Lobos located on Junipero Street between Third and Fourth Avenues may be utilized as the CEOC if the primary and secondary CEOCs are inoperable or unavailable. Vista Lobos is not presently equipped with an emergency generator capability but is wired to be connected to a portable emergency generator if needed. See **Annex D -- CEOC Facilities and Equipment** for details and assigned equipment.
- **Mobile Public Safety Answering Point (Mobile PSAP):** The City purchased a Mobile PSAP in mid-2017. This capability enables the City to sustain the operations of its Primary PSAP in the event that the Police Station becomes unusable. The Mobile PSAP will function from a location determined by the Assistant Emergency Services Director/Chief of Police. It is anticipated that the transfer of operations between the primary and mobile facilities will be seamless, however; there may be some required assistance through the connection company (AT&T).

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- **Other Locations:** In the event of a catastrophic emergency or disaster that renders the above locations unavailable or inoperable, the site of the CEOC will be chosen by the Emergency Services Director.
- **Temporary Assistance Center (TAC):** The Carmel Youth Center located next to the Police Department is the designated Temporary Assistance Center for the City of Carmel-by-the-Sea. It will be used as an evacuation collection point for evacuees, to assess the need for evacuation to shelters, to provide light snacks and beverages, and to disseminate public information related to the situation extant. The TAC will normally be staffed by representatives of the following agencies:
 - City government/staff.
 - Monterey Bay Area Chapter of the American Red Cross (ARC).
 - A CEOC Assistant Public Information Officer.
 - CERT member/volunteer as assigned/available.
 - Service Club representatives as available.
- **Alternate Temporary Assistance Center (TAC):** The Park Branch Library is being developed as an alternate Temporary Assistance Center. This location may serve as a better location depending on the emergency and/or available resources. The Emergency Services Director will determine the best location for the TAC and that location will be publicized through media sources.

CEOC Equipment

The equipment to support CEOC operations will generally be the equipment that is available to support the normal day-to-day operations of the City government. That equipment and any specialized equipment unique to an activation of the CEOC will be maintained by the Administrative Department and/or the designated department. See the **Annex D -- CEOC Facilities and Equipment** for equipment listings and departmental responsibilities.

Activation Levels -- General

Activation levels are defined herein and will be set at the discretion of the Emergency Services Director or the Assistant Emergency Services Director. To the maximum extent possible, flexibility will be maintained to allow unneeded positions to be deactivated and/or heavily involved positions open to augmentation as needed.

Specific Activation Levels

To avoid confusion of terminology, the levels employed in this plan are consistent with those used by the Monterey County Operational Area.

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- **Level Zero:** Normal routine City operations are in place. The CEOC is **not** activated. City personnel are performing their normal duties. This level will be in effect for 99.9 per cent of the time.
- **Level One:** The CEOC has been activated at a minimum level to deal with a minor to moderate incident wherein local resources are adequate and available, or for training. Only essential personnel are employed in the CEOC during this minimum level of activation. Level One can be employed as a contingency level of activation to be used in anticipation of a higher level of activation being required. A Local Emergency may or may not be proclaimed.
- **Level Two:** The CEOC is activated with selected positions being filled as required to sustain twenty-four-hour operations. Level Two would be applicable to a moderate to severe emergency wherein local resources are not adequate and mutual aid may be required, or an incident that has the potential to escalate into a major emergency or disaster. A Local Emergency will probably be proclaimed.
- **Level Three:** The CEOC is activated with all positions being filled for a major disaster that has overwhelmed operational area resources and extensive state and federal resources are required. Personnel may be released from the CEOC only at the discretion of the Emergency Services Director. Level Three would be applicable to a city-wide or county-wide emergency. A Local Emergency will be proclaimed, and a State of Emergency requested.

Operational Area Membership

The City of Carmel-by-the Sea is a member of the Monterey County Operational Area Authority as originally established to fulfill the requirements of SEMS. Depending on the type of disaster or major emergency involved, it is envisioned that the City could have resources committed at the Local and Field Levels of the NIMS/SEMS organizational structure. The City is committed to operating in accordance with the doctrines and protocols established by the Monterey County Operational Area.

NIMS/SEMS Organizational Structure

The National Incident Management System (NIMS) and the Standardized Emergency Management System (SEMS) provide a common, state-wide organizational structure for dealing with major emergencies and disasters. Both use a five-tiered system that encompasses all jurisdictions and emergency response organizations with California. NIMS has superseded SEMS in California and is used to manage and direct emergency operations, communicate within the various elements of the structure, and to identify and provide logistic requirements and resources. It does not usurp local authority or responsibilities. The City of Carmel-by-the Sea has endorsed the NIMS/SEMS concept and is an active and viable participant in the Monterey County Operational Area Authority.

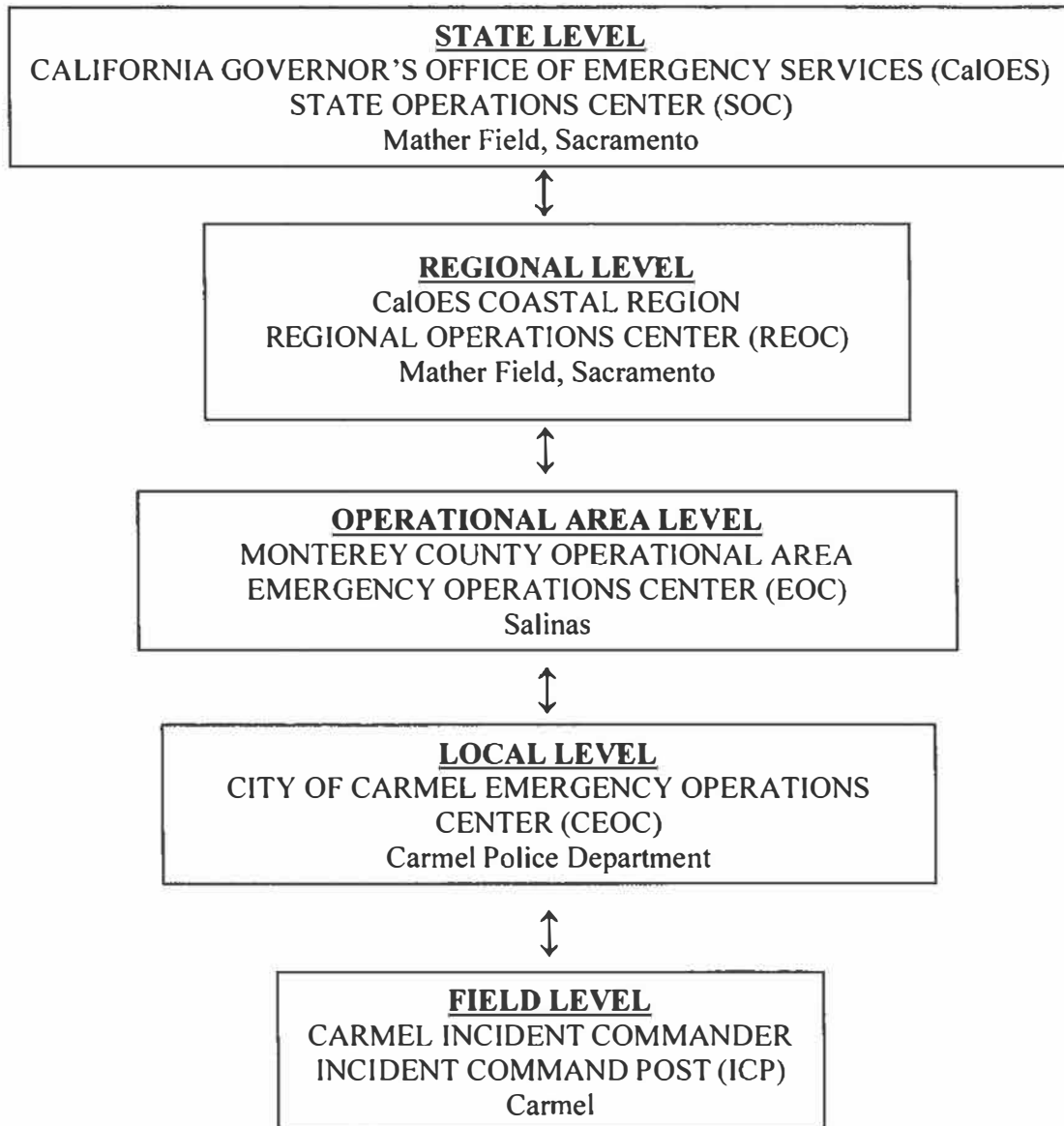
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NIMS/SEMS Organizational Structure Diagram

The following NIMS/SEMS Organizational Structure Diagram is applicable to the City:



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CEOC Organization

The structure of the CEOC organization is derived from the Incident Command System. The City of Carmel Emergency Operations Center Functional Organizational Diagram is found on **Page 30**. The design and organization of the CEOC allows for the centralized management of all operational and support components, permitting maximum use of available resources with a framework of supporting strategies and response objectives. The primary purpose of establishing and operating an EOC is to provide a centralized focal point for the effective management of all emergency response operations. Specifically, the establishment and activation of the CEOC facilitates the following activities:

- Centralized decision making and command authority.
- Centralized coordination of all emergency functions.
- Centralized management of public information.
- Centralized warning dissemination.
- Centralized resource application.
- Centralized resource support and procurement.

CEOC Information Flow

The flow of information within the CEOC and within the NIMS/SEMS structure is standardized. Within the CEOC, information will flow vertically to and from the Section Leader to his/her assigned personnel, and to and from the Emergency Services Director. Information will also flow horizontally between Section Chiefs or their assigned personnel to other Section Chiefs or their assigned personnel. See **Annex A – CEOC Positions and Duties** and **Annex B – Position Operational Checklists** for additional information.

NIMS/SEMS Information Flow

The flow of information within the NIMS/SEMS is primarily vertical. The CEOC communicates with the Operational Area EOC, the Operational Area EOC communicates with the Regional EOC, and the Regional EOC communicates with the State Operational Center (SOC). (See the preceding NIMS/SEMS Organizational Structure Diagram on **Page 21**.) However, horizontal coordination and communications between the five levels is encouraged. An example would be the City of Carmel EOC coordinating or communicating directly with the City of Pacific Grove or Monterey EOCs during an emergency that affects both cities.

Internal and External CEOC Communications

The primary means of communications within and without the CEOC will be **WebEOC**. It is envisioned that all stations within the CEOC will be equipped with terminals capable of employing this system. **WebEOC** will be utilized for the transfer of information and data between staff members, and the transfer of information and data to other cogni-

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zant agencies, including the Monterey County Operational Area EOC, and the EOCs of other jurisdictions. All members of the CEOC Staff will be trained in the use of WebEOC. Verbal and/or e-mail communications will be considered secondary to WebEOC.

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CEOC Functions and Policies

General

The Carmel Emergency Operations Center (CEOC) is organized in accordance with NIMS/SEMS/ICS and is designed to function as a team led by the Emergency Services Director or Assistant Emergency Services Director. Personnel assigned to duty in the CEOC will be selected on the basis of experience, knowledge of the City, and expertise in emergency management.

Operational Period and Sustained Staffing

The CEOC Staff should be capable of sustaining twenty-four operations as demanded by the situation at hand. To do this, two teams, designated the “Gold Team” and the “Silver Team” will be formed. When the activation of the CEOC is ordered, the “Gold Team” will accomplish the activation. Depending on the nature of the situation, the “Silver Team” may be sent home for rest, with instructions to report for duty twelve hours after the activation order. The operational period for each team will be nominally twelve hours, tailored at the discretion of Emergency Services Director to the situation extant.

Section and Positional Staffing

Approximately twenty-five CEOC Staff positions are included in the City of Carmel Emergency Operations Center Functional Organizational Diagram. In an ideal situation, the City would have the resources to fill all positions during activation. However, reality dictates that without significant augmentation, the City will have only sufficient resources to activate and staff key positions. The CEOC Staff duties and functional checklists contained in Annex A – CEOC Positions and Duties and Annex B -- Position Operational Checklists are included for all positions. It should be noted that the duties of any unfilled positions will be the responsibility of the next highest filled position within the organization.

CEOC Functions

The CEOC will operate in accordance with the provisions of NIMS/SEMS/ICS. The overall function of the CEOC will be to ensure the effectiveness and cohesiveness of operations during a major emergency or disaster.

- **Mayor and City Council:** The Mayor and City Council set the overall policies for emergency management and support the Emergency Services Manager in the execution of his/her duties. The Mayor and City Council can also serve as an effective means of communications between residents and the CEOC Staff.
- **Command Section:** The Command Section of the CEOC is charged with the overall management of any disaster response and recovery operations for the City of Carmel-by-the-Sea. The Emergency Services Director (City Administrator), or

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the Assistant Emergency Services Director (Director of Public Safety or Chief of Police) leads the Command Section and the CEOC Staff. Specific section responsibilities include:

- Establish the appropriate staffing level for the CEOC and continuously monitor organizational effectiveness ensuring that appropriate modifications are undertaken as required.
- Exercise overall management responsibility for the coordination between all departments and responders within the City. Ensure that all City agency actions are accomplished within the priorities established.
- Ensure that inter-departmental coordination is accomplished effectively within the CEOC and the City.
- Conduct inter-agency liaison and coordination to ensure effective exchange of information and continuity of effort.
- During the course of a CEOC activation, conduct regular, periodic meetings with all section chiefs and cognizant City supervisors to ensure continuity of internal communications, cohesion of purpose, and achievement of goals and objectives.
- Approve the “Incident Action Plan” and ensure its currency.
- The Command Section may include the following positions:
 - Emergency Services Director. (Filled by the City Administrator.)
 - Assistant Emergency Services Director. (Filled by the Director of Public Safety or Chief of Police.)
 - Chief of Staff. (If activated, assigned by the Director of Public Safety or Chief of Police.)
 - Liaison Officer. (If activated, assigned by the City Administrator.)
 - Legal Officer. (Filled by the City Attorney.)
 - Security Officer. (If activated, assigned by the Director of Public Safety or Chief of Police.)
 - Safety Officer. (If activated, assigned by the City Administrator.)
- See Annex A – CEOC Positions and Duties and Annex B -- Position Operational Checklists for additional details.
See Annex A for specific duties and Annex B for position checklists.
- **Operations Section:** The section is responsible for coordinating response and recovery operations. Specific section responsibilities include:

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- Coordinate field operations directly or through a designated Incident Commander.
- Ensure that operational objectives and assignments identified in the “Incident Action Plan” are carried out effectively.
- Establish the appropriate level of Unit and unit organizations within the Operations Section, continuously monitoring the effectiveness and modifying accordingly, and coordinating all efforts.
- Ensure that the Planning Section is provided with Situation Status Reports on a continuous basis.
- Conduct periodic operations briefings for the CEOC Director as required or requested.
- The Operations Section may include the following positions:
 - Operations Section Chief. (Assigned by the Director of Public Safety or Chief of Police.)
 - Fire Operations Branch Director. (Assigned by the Fire Chief as available.)
 - Law Operations Branch Director. (Assigned by the Director of Public Safety or Chief of Police.)
 - Public Works Operations Branch Director. (Assigned by the Public Services Director.)
- See Annex A – CEOC Positions and Duties and Annex B -- Position Operational Checklists for additional details.
- **Planning/Intelligence Section:** The section is responsible for all operational, strategic, and demobilization planning, disaster intelligence collection, assessment, and processing, report preparation, and incident documentation. Specific section responsibilities include:
 - Develops the “Incident Action Plan”.
 - Coordinates with the Monterey County Operational Area EOC Planning Section to ensure that the Operational Area has a clear picture of the situation affecting the City.
 - Analyzes all disaster intelligence, assesses the impact on the City, and disseminates this information to all CEOC Sections.
 - Coordinates the inspection of public and private to develop a comprehensive damage assessment.
 - The Planning/Intelligence Section may include the following positions:
 - Planning Section Chief. The Planning Section Chief is a member of the General Staff and reports to the Director. **(Filled by the Community Planning & Building Manager or as assigned.)**

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- Strategic Planning Unit Leader. (Assigned by the Community Planning & Building Manager, or as assigned.)
- Situational Analysis Unit Leader. (Assigned by the Community Planning & Building Manager, or as assigned.)
- Damage Assessment (Building Inspection) Unit Leader. (Assigned by the Community Planning & Building Manager, or as assigned.)
- Documentation Unit Leader. (Assigned by the Community Planning & Building Manager, or as assigned.)
- Demobilization Unit Leader. (Assigned by the Community Planning & Building Manager, or as assigned.)
- See Annex A – CEOC Positions and Duties and Annex B -- Position Operational Checklists for additional details.
- **Logistics Section:** The Logistics Section is responsible for establishment and management of the logistics efforts, including providing logistical information to the Director; managing and coordinating the provision, allocation and use of essential resources and services to support emergency operations; and participating in the development of the Action Plan. Specific Section responsibilities include:
 - Coordinates the procurement and distribution of disaster supplies and equipment.
 - Maintains an accurate inventory of supplies and equipment available to the City.
 - Coordinates the assignment and employment of City personnel and emergency volunteers.
 - Coordinates the use of facilities needed during a major emergency or disaster.
 - Coordinates the procurement and assignment of transportation assets.
 - Coordinates the activation and operations of TAC and public shelters.
 - Coordinates the procurement and distribution of foodstuffs and beverages, and other supplies to members of the CEOC Staff, disaster services workers, and shelters.
 - The Logistics Section may include the following positions:
 - The Logistics Section Chief. The Logistics Section Chief is a member of the General Staff and reports to the Director. (Filled by the Assistant City Administrator.)
 - Resources Unit Leader. (Assigned by the Assistant City Administrator.)

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- Personnel/Volunteer Unit Leader. (Assigned by the Assistant City Administrator.)
- Facilities Unit Leader. (Assigned by the Assistant City Administrator.)
- Transportation Unit Leader. (Assigned by the Assistant City Administrator.)
- Community Services Unit Leader. (Assigned by the Assistant City Administrator.)
- Food Services Unit Leader. (Assigned by the Assistant City Administrator.)
- See Annex A – CEOC Positions and Duties and Annex B -- Position Operational Checklists for additional details.
- **Finance/Administration Section:** The Finance/Administration Section is responsible for providing, monitoring, and analyzing all elements of direct financial and administrative support to the CEOC Staff. Specific Section responsibilities include:
 - Establishes processes to record, track, and analyze the hours worked by all personnel during a major emergency or disaster.
 - Manages compensation and claims arising from a major emergency or disaster.
 - Tracks costs associated with the activation of the CEOC and ensures cost effectiveness and efficient utilization of all resources.
 - Provides direct administrative support to the CEOC Staff.
 - The Finance/Administration Section may include the following positions:
 - Finance/Administration Section Chief. The Finance/Administration Section Chief is a member of the General Staff and reports to the Director. **(Filled by the Administrative Services Director.)**
 - Time Unit Leader. (If activated, assigned by the Administrative Services Director.)
 - Compensation/Claims Unit Leader. (If activated, assigned by the Administrative Services Director.)
 - Cost Accounting Unit Leader. (If activated, assigned by the Administrative Services Director.)
- See Annex A – CEOC Positions and Duties and Annex B -- Position Operational Checklists for additional details.

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- **Public Information Section:** The Public Information Section coordinates the origination and dissemination of all public information for the City. Specific section responsibilities include:
 - Ensures that the media and the public within the affected area receive complete, accurate, timely, and consistent information about life procedures, public health advisories, relief and assistance programs, and other vital information.
 - Coordinates media releases with the Monterey County Operational Area Public Information Officer and other Public Information Officers representing other affected nearby or local jurisdictions and/or agencies.
 - Organizes press conferences in conjunction with the Director.
 - Produces and releases all Carmel Emergency Bulletins (CEMERBULLS) or Carmel Warning Bulletins (CARWARNBULLS).
 - The Public Information Section may include the following positions:
 - Public Information Section Chief/Public Information Officer. (Assigned by the City Administrator.)
 - Dissemination Unit Leader. (If activated, assigned by the City Administrator.)
 - Information Collection Unit Leader. (If activated, assigned by the City Administrator.)
- See Annex A – CEOC Positions and Duties and Annex B -- Position Operational Checklists for additional details.

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CEOC ORGANIZATIONAL DIAGRAM

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Concept of Operations

General

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

- Receipt of fire, law, and emergency medical mutual aid resources requested using the protocols established by the Monterey County Fire Chiefs Association, the Monterey County Chief Law Enforcements Officers Association, and the Monterey County Emergency Medical Services Agency will normally be received within one hour of request in the event of a localized major emergency affecting the City. In the event of an Operational Area wide major emergency or disaster in which law and fire resources are committed, a longer response time is probable.
- Receipt of aid or resources requested from the Monterey County Operational Area should not be anticipated for the first twenty-four hours after start of the event. The City should be self-sustaining for this period.
- Receipt of aid or resources from the Coastal Region, California Governor's Office of Emergency Services (CalOES), should not be anticipated for the first forty-eight hours after the start of the event.
- Receipt of aid or resources from the California Governor's Office of Emergency Services (CalOES) and/or the California National Guard should not be anticipated for the first forty-eight to seventy-two hours after start of the event.
- Receipt of aid or resources from the federal sources and/or the Federal Emergency Management Agency (FEMA) should not be anticipated for the first seventy-two to ninety-six hours after the start of the event.

Communications

The acknowledged "Achilles Heel" of any emergency response is communications. Viable communications from and to all levels is essential to ensure timely and effective operations through all phases of emergency operations. To accomplish effective communications, the users of this plan should follow appropriate actions to ensure that operational communications consider and address the following requirements:

- Tactical Communications. Communications between the CEOC, the Monterey County Communications Center, and tactical units in the field.
- CEOC Internal Communications. Communications, either verbal or otherwise, including WebEOC communications, between members of the CEOC Staff.
- Operational Area Communications. Communications between the CEOC and the Monterey County Emergency Operations Center, including WebEOC usage.

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- Regional/State Communications. Those communications between the CEOC and the Regional Operations Center (REOC) or the State Operations Center (SOC), including WebEOC usage.
- Inter-Agency Communications. Those communications between the City and other jurisdictions or supporting agencies, including WebEOC usage.
- City Governmental Communications. Those communications between members of the CEOC Staff and all members of the City government, including members of the City Council.
- Media Communications. Those communications with the media that are intended to be broadcasted to the public at large or to be used by the media as newsworthy information.
- Community Communications. Direct or indirect communications with the public, including the use of media releases to reach the public at large or specific segments of the public, including social media.

Each of these categories of communications should be addressed during an activation of the CEOC.

Peacetime Emergency Response Levels

The City of Carmel-by-the Sea's partial or total response to natural disasters or manmade and technological incidents will be predicated by the type and magnitude of the actual emergency. Generally, response to a major emergency will progress from a local response, to regional, state, and federal involvement.

For planning purposes, three levels of emergency response to peacetime emergencies are established. These levels are based on the severity of the situation and the availability of local resources to employ during the response. These Peacetime Emergency Response Levels have a direct correlation to the CEOC Activation Levels discussed earlier.

- **Level I:** A minor to moderate incident wherein local resources is adequate and available. A Local Emergency may or may not be proclaimed and the CEOC may or may not be activated. Most Level I Emergency Responses will be handled by the use of fire/law enforcement/emergency medical protocols and procedures.
- **Level II:** A moderate to severe emergency wherein local resources are not adequate and mutual aid may be required on an operational area, regional, or statewide basis. A Local Emergency will be proclaimed, and a proclamation of a State of Emergency requested. The CEOC will be activated.
- **Level III:** A major disaster wherein resources in or near the impact area are overwhelmed and extensive state and/or federal resources are required. A Local Emergency and a State of Emergency will be proclaimed, and a Presidential Declaration of an Emergency or Major Disaster requested. The CEOC will be activated.

War Related Emergencies

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Responses to War Related Emergencies will likely have a wide range of serious consequences, thus these responses will likely be subject to specific guidance from federal and/or state agencies responsible for coordinating responses. Planned responses to these emergencies should include the following considerations:

- Relocating residents from potential hazard areas to reception areas, time permitting.
- Identifying the best available shelter from direct effects for those persons remaining in the hazard areas.
- Improving the protective shelter capability in reception areas by emergency upgrading of existing buildings and/or by emergency construction of expedient shelters.

Relocation of the threatened population may be the preferable option in a war related emergency due to the shortage of protective shelters within the hazard area. Limited warning time and other circumstances might preclude relocation or allow limited movement of residents.

In such instances, people remaining in threatened areas will need the best available in-place protection. Persons remaining in or authorized to commute to and from hazard areas will also need protection.

Operations during War Related Emergencies will be governed by essential action relating to increased readiness, relocation (if ordered and time permitting), and an actual attack (with or without warning). Adherence to clear and consistent federal and/or state guidance under these circumstances will be paramount to operational success.

Major Emergency/Disaster Phases

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

- **Increased Readiness:** Upon receipt of a warning, forecast, and/or observation that an emergency is imminent, has occurred, or is likely to occur in the foreseeable future, the City may elect to take appropriate actions to increase its overall readiness. Example events that could prompt increased readiness activities are:
 - Receipt of a Monterey County Operational Area Emergency Bulletin (EMERBULL) or other form of official communications from the Operational Area.
 - Receipt of a special weather statement, hazardous weather outlook, advisory, watch, or warning from the National Weather Service (NWS).
 - Receipt of a Tsunami Warning from the National Tsunami Warning Center (NTWC), the National Weather Service (NWS), or the California Governor's Office of Emergency Services (CalOES).
 - The occurrence of an earthquake of an unknown magnitude felt in Carmel.

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- The occurrence of fire-conductive conditions such as high winds, low humidity, and high temperatures, of a “Red Flag Warning” or “Fire Weather Watch”.
- A “Multi-Casualty Incident” (MCI) occurring within the City or in close proximity to the City to which City resources are committed.
- A warning or circumstances indicating the potential for terrorism, civil disturbance, shooter, or other acts of violence.

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

- Briefing the Mayor, City Council members, and department heads on the known details of the situation.
 - Commencing increased emergency public information actions.
 - Ensuring critical equipment and facilities are prepared and ready.
 - Alerting volunteer organizations (ARC, CERT, etc.) of the possibility of activation, and the situational details.
 - Establishing staffing and/or shift plans for City employees.
 - Releasing City employees to prepare their families and/or obtain rest.
 - Providing specific warnings to threatened portions of the City’s population, and general emergency planning information to the population at large.
 - Evacuating areas that may be affected.
 - Mobilizing personnel and equipment.
 - Stockpiling essential supplies such as bottled water, sandbags, sand, barricades, and other items critical to an emergency response tailored to the probable situation.
 - Identifying potential specific personnel and equipment needs.
 - Ensuring that the TAC is prepared for activation.
 - Anticipating the potential for mutual aid deployments and Identifying personnel for assignment to such deployments
 - Establishing staging areas.
- **Initial Response:** The initial response will usually be conducted by City organizations at the field response level. Efforts will be directed towards containing or minimizing the effects of the emergency. Field responders will employ ICS to ensure a functional and responsive on-scene organization. The CEOC may be activated in support of field operations.

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

- Carrying out the mission of the CEOC.

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- Making all appropriate notifications, including the Monterey County Office of Emergency Services or the Monterey County Operational Area Emergency Operations Center (Op Area EOC).
 - Requesting activation of the Monterey County Operational Area Emergency Operations Center (Op Area EOC) to support the activation of the CEOC and the local response.
 - Declaring a “Local State of Emergency” and forwarding appropriate documentation to the Monterey County Office of Emergency Services or the Monterey County Operational Area Emergency Operations Center.
 - Promulgating warnings and disaster related public information.
 - Ensuring the safety and welfare of residents, business owners and employees, and visitors/tourists.
 - Establishing collection centers for displaced persons.
 - Alerting appropriate agencies to prepare for care and shelter operations.
 - Conducting evacuations and rescue operations.
 - Assessing damage.
 - Assessing the need for mutual aid.
 - Restricting traffic and/or movement in affected areas.
 - Coordinating information and resource requirements with the Monterey County Operational Area Emergency Operations Center.
 - Activating the TAC as the situation dictates.
- **Extended Response:** The CEOC will be activated, and its Staff will be responsible for conducting extended response activities. Extended emergency operations involve the coordination and overall management of all responding resources in order to contain and resolve the emergency and provide for public safety. The CEOC Staff will be organized as specified in this plan, function in accordance with the principles of NIMS/SEMS and carry out the mission of the CEOC. Communications will be maintained with the local Incident Commander (IC) in the field and with the Operational Area EOC.

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

- Developing the Incident Action Plan (IAP).
- Obtaining resources to sustain operations.
- Prioritizing resources allocations.
- Disseminating disaster public information.
- Operating shelters. (Shelter operations are normally under the auspices of the Monterey Bay Area Chapter of the American Red Cross. The initia-

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tion of shelter operations will be coordinated with the Monterey County Operational Area EOC.)

- Documenting all aspects of the emergency, including expenditures and resource allocations.
 - Restoring public services and utilities.
 - Developing a recovery action plan.
- **Recovery:** As the immediate threat to life and property subsides and the emergency situation is stabilized, a transition from response operations to recovery will occur. The transition to the recovery phase will be relatively seamless and absent a distinct demarcation. In effect, the recovery phase will begin the rebuilding process.

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

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

- Restoration of all utilities, services, and facilities.
- Assisting members of the community in restoring their homes, families, and lives to normalcy.
- Condemnation and demolition of structures/facilities that are unsafe or that cannot be economically repaired.
- Establishing and/or coordinating local assistance centers and Disaster Assistance Centers.
- Coordinating with federal and state agencies in providing information and assistance to affected citizens.
- Promulgating recovery related information including FEMA Disaster Assistance Line numbers.
- Applying for state and federal disaster assistance funding and/or programs.
- Developing a hazard/disaster mitigation plan, including the identification of any residual or potentially reoccurring hazards.
- Recovering costs associated with the emergency response.
- Preparing data for possible audits by federal and state agencies.

Disaster Declaration

The key to activating emergency disaster aid is a “Declaration of Local State of Emergency”. The declaration, or “dec” as it is known in the emergency services profession, is a formal legal proclamation that establishes the parameters of the emergency incident and

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serves as a means of notification to the Monterey County Office of Emergency Services/Monterey County Operational Area and the California Governor's Office of Emergency Services. The following individuals have the authority to proclaim a local emergency:

- As requested by the Emergency Services Director (City Administrator) or the Assistant Emergency Services Director when the City Council is in session. **(See City Code 2.64.060.)**
- The Mayor or the Emergency Services Director (City Administrator) when the City Council is not in session. **(See City Code 2.54.060.)**
- Whenever a local emergency is proclaimed by the Mayor or the Emergency Services Director, the City Council shall take action to ratify the proclamation within seven days or the proclamation shall have no further force or effect. **(See City Code 2.64.060.)**
- The Assistant Emergency Services Director (Director of Public Safety or Chief of Police) in the absence of the Mayor or the Emergency Services Director (City Administrator).

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

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

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

Pre-Activation Responsibilities and Preparation

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

- **General Preparation Responsibilities Applicable to All City Employees**
 - Ensure the general emergency preparedness of family and/or dependents. Recommended emergency preparedness measures are contained in **Annex Z – Emergency Preparedness Information**.
 - It is recommended that employees ensure that family members have sufficient emergency supplies and resources to remain self-sufficient for seven days during an emergency.
 - Provide family members with the name and contact information of the City's Family Emergency Liaison Coordinator.

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

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- Ensure that any field incident is managed using the NIMS/ICS and that assigned personnel are trained accordingly.
- Develop and maintain procedures for departmental response to the potential threats identified in this plan. These procedures will ensure coordination with the Monterey Fire Department and the Public Services Department if required.
- Develop procedures for initiating:
 - Site security including perimeter management and access control.
 - Traffic and crowd control.
 - Initial damage assessment (“Windshield Survey”).
 - Evidence safeguarding.
 - Requesting law mutual aid.
 - Evacuation/movement operations including designation of routes, reception/collection areas, and general security.
- Designate a Family Emergency Liaison Coordinator. The duties of the Family Emergency Liaison Coordinator will be to add as a point-of-contact for the families of City employees if employees are deployed out-of-area or an unable to maintain communications with their families during a disaster or major emergency, or during extended operations or mutual aid deployments. Duties may include, but are not limited to:
 - Act as a “Public Information Officer” for the families of all City employees. Act as a conduit for the flow of information to and from family members and to City employees.
 - Provide information on the status and welfare of City employees to their families as required.
 - Provide liaison for family members to the City, and to City employees’ in the event direct contact between them and their families is interrupted.
 - Act as a “troubleshooter” in the event families experience challenges during a disaster or major emergency.
 - Ensure that the City Administrator is aware of any conditions impacting the welfare of the families of City employees.
 - Provide other support as directed or as required.
 - (Note: The person filling the role of the Family Emergency Liaison Coordinator may be a member of the CEOC Staff at the discretion of the City Administrator (Emergency Services Director)).
- Develop procedures in coordination with the Monterey County Sheriff/Coroner for conducting coroner operations until the coroner arrives on site.

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- **Fire Chief**

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

- **Public Services Director**

- Develop procedures for checking the condition of critical Public Services Department facilities and equipment.
- Test and ensure the operability of all assigned communications equipment.
- Develop and maintain procedures for notifying and mobilizing departmental personnel.
- Pre-position resources and equipment as required.
- Maintain cordoning/access limiting equipment as required.
- Develop and maintain procedures for departmental response to the potential threats identified in this plan. These procedures will ensure coordination with the Police Department and the Public Services Department if required.
- Establish and maintain liaison with utility providers to ensure close coordination and assistance as required during emergency situations.
- Develop procedures for initiating:

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- Cordoning off and restricting entry into damaged structures and hazardous areas.
 - Damage assessment of facilities, roads, utilities, and critical infrastructure.
 - Damage assessment of homes, businesses, and industrial facilities.
 - Debris removal.
 - Repair and/or restoration of facilities, roads, utilities, and infrastructure.
 - Flood prevention measures including sandbagging.
 - Hazardous waste removal and disposal operations.
 - Request for public works mutual aid.
 - Safety inspections of damaged facilities and determining whether they can be occupied.
 - Requests for mutual aid for building inspectors.
 - Detailed updated situation reports that provide a running dialogue on damage assessment and the process to regain normal operations. These reports should include appropriate cost estimates with requisite documentation.
- Conduct advanced long-term planning activities.
- **Community Planning and Building Manager**
 - Develop and maintain procedures for notifying and mobilizing departmental personnel.
 - Pre-position resources and equipment as required.
 - Develop procedures for initiating:
 - Safety inspections of damaged facilities and determining whether they can be occupied.
 - Requests for mutual aid for building inspectors.
 - Detailed updated situation reports that provide a running dialogue on damage assessment and the process to regain normal operations. These reports should include appropriate cost estimates with requisite documentation.
 - Conduct advanced long-term planning activities.
- **Assistant City Administrator**
 - Develop procedures for the procurement of goods and services during an emergency to sustain operations.

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- Develop and maintain a “Local Emergency Resource Directory”.
- **Administrative Services Director**
 - Develop and maintain a disaster accounting system for documenting the financial costs associated with any disaster.
 - Develop and maintain the processes and procedures for tracking employees’ work time and ensuring payment during a disaster.
 - Develop and maintain the processes and procedures for submitting workman compensation claims.

Activation -- General

The period from the initial awareness of the emergency situation or disaster until the CEOC is fully activated and functioning will be challenging for all concerned, as well as critical to the success of the overall emergency response. The challenge will be compounded if the activation occurs during non-working hours or without warning. The keys to ensuring timely and effective activation of the CEOC are:

- Pre-event planning and notification of City personnel in the case of a forecast emergency.
- Maintaining an accurate and current notification system for contacting City personnel.
- Timely notification of City personnel in the event of a simultaneous emergency.
- Training and proficiency of CEOC Staff members.
- The personal (home/family) preparedness of CEOC Staff members.
- The use of the position duty descriptions and position action checklists contained in this plan.
- Completion of pre-activation responsibilities by designated supervisors.

CEOC Activation Responsibilities and Check-In Procedures

When the decision to activate the CEOC has been made, designated City Hall personnel activate the Everbridge feature of the Alert Monterey system. This system will be pre-programmed with the notification information for all City personnel and should provide timely initial activation information to all effected City personnel.

Additionally, City Hall personnel will telephone the following departments to inform all concerned that the CEOC has been activated. Basic activation information will be provided to:

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- Library – Main Branch.
- Library – Park Branch.
- Community Services Department.
- Community Planning and Building Department.
- Public Works Department.
- Information Systems Manager.

City employees who have an assigned position in the CEOC Staff will immediately respond to the CEOC, sign-in, and be prepared to commence CEOC operations. The following initial actions will be taken by reporting CEOC staff members:

- Upon entering the CEOC, obtain the clipboard located above the light switch in the radio room.
- Complete all appropriate blocks on the **CEOC Staff Time Log (Annex E).**
- Upon being released or upon CEOC, log out using the appropriate blocks on the **CEOC Staff Time Log (Annex E).**

City employees who do not have an assigned CEOC Staff position will respond to the Police Department for check-in. Employees will not be dismissed from to go home from work until authorized by the Emergency Services Director or his/her designee.

Upon arrival at the Police Department, employees who are not assigned to a CEOC Staff position will check-in and provide two valid telephone contact numbers (home and cellular phone). After checking in, they will be directed to the Public Works lunchroom on placed on stand-by until released to go home. The purpose of this stand-by period is to determine whether they are needed to fill a CEOC Staff position.

Employees who have been released to go home will be informed that they could be recalled to the CEOC at any point during the activation or given a time for a specific shift assignment.

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Potential Threats

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

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

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impact on the City would be the disruption of transportation to and from the southeastern areas of the City. City resources could be committed to mutual aid in this area.

- **Urban/Small Stream Flooding:** The City is susceptible to this form of flooding resulting from heavy rains and/or saturated ground. Ponding on roadways, storm drain overflows, and heavy runoff on paved areas could result. This type of emergency can present a significant hazard to drivers.
- **High Surf Conditions/Coastal Flooding:** The combination of high tides, large swells, and high winds can produce high surf conditions and flooding of the Carmel Beach. These conditions could pose a severe threat to life and property within that area of the City and could destroy beach access points/routes. Additionally, the unincorporated coastline areas southward of the City and around Carmel Point and areas adjacent to the Carmel River Lagoon could be impacted during high surf conditions. City agencies could be requested to provide mutual aid to adjacent unincorporated areas during these conditions. (See **Annex P – Carmel (City) Beach Closure, Evacuation, and Tsunami Plan** for functional guidance.)
- **Drought:** Drought conditions could affect the entire City and virtually all aspects of life within the City. The potential of increased fire danger will be prevalent, and the likelihood of a negative impact on the hospitality industry will exist. Drought conditions will affect the entire Monterey County area, and may result in gubernatorial declarations of a state of emergency. Drought conditions may persist for extended periods of time depending on the severity of climatic conditions, and preparations and precautions should be undertaken accordingly.

Drought conditions are unique in that the City's efforts will generally comply with those of the Monterey Peninsula Water Management District, Monterey County, the State of California, California American Water Company, and possibly other cognizant agencies of jurisdiction. Consequently, dissemination of drought related public information and other pertinent actions must be closely coordinated with these agencies to ensure consistency and continuity of effort. In some instances, the City may elect to allow these agencies to handle the preponderance of public information efforts and defer to their lead.

During declared drought conditions, the City's mitigation efforts will be focused on, but not limited to, the following areas:

- Conservation of water, both within City facilities and grounds, and by citizens. (See **Annex J – Mitigation** for additional information.)
- Close monitoring of fire prone or high fuel areas, including Pescadero Canyon and Mission Trails Park.
- Disseminating and publicizing water conservation information as provided by the Monterey Peninsula Water Management District and California American Water Company. (See **Annex U -- Emergency Public Information (EPI) & Population Warning (PW)** for general guidance.)

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- Publicizing and promoting vegetation clearance around structures in accordance with CalFire's "100 Foot Defensible Space" program. (See **Annex Z – Emergency Preparedness** for additional information and details of the CalFire program.)
- Other efforts as deemed appropriate by the City.
- **Urban/Wildland Intermix Fire:** A fire of this nature could affect the City as most areas of the City contain relatively heavy native tree growth. Urban/wildland intermix fires could spread into the City from unincorporated areas to the north and east of the City.
- **Urban Fire/Conflagration:** Older structures grouped in small or downtown areas and built before contemporary building codes were enacted could present a localized area fire hazard, particularly under the prevailing onshore wind conditions.
- **Essential Services/Transportation/Utilities Disruption:** The potential for disruption of life sustaining services on the Monterey Peninsula is real. With limited major arteries of transportation, various forms of emergencies could disrupt vehicular traffic that could result in the disruption of essential services, including all forms of utilities delivery, emergency medical transportation, propane deliveries, and other critical services. The City has experienced electrical and natural gas services disruptions in the past.
 - **Potable Water Contamination/Disruption:** The City is serviced by the California American Water Company water system. A remote possibility exists of contamination and/or disruption due to a variety of manmade or natural causes.
 - **Transportation Disruption:** It is conceivable that in certain types of emergencies, key transportation arteries into and out of Carmel-by-the-Sea could be disrupted or closed. An event of this nature could require circuitous routing through either surrounding unincorporated areas of Monterey County, or Pebble Beach, causing delays both in general travel and emergency response.
 - **Electrical Power/Natural Gas Service/Sewer Service Disruption:** Disruption of electrical and natural gas service has and could result from winter storms, high winds, human error, fallen trees or limbs, vehicular accidents, vandalism, system failure, and other causes. Hence, this type of emergency incident has the potential to be relatively common. Electrical power service is provided to the City by Pacific Gas & Electric (**PG&E**). As portions of this service are above ground, the system is particularly vulnerable to severe weather and winter storms. Disruption can be prolonged, thus generating a potential set of sub-emergency situations in which homes cannot be heated, meals cannot be prepared, and businesses are unable to operate. As **PG&E** obtains its electricity from the state-wide grid, it is not dependent on one source of power. However, a major disruption of the grid or the immediate local distribution system

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could result in a prolonged power outage. Natural gas distribution to the City is handled by a single pipeline as a sole source.

- **Hazardous Materials Incident:** The likelihood of this type of emergency within the City is low. Carmel has no industrial facilities, and it is likely that any hazardous material incident would be associated with a support function of the hospitality industry. The **Monterey County Hazardous Materials Incident Plan** will govern field operations should a hazardous material incident occur.
- **Evacuation:** Any incident could result in the need to evacuate residences or businesses of the City of Carmel-by-the-Sea in order to preserve life or prevent injuries. In order to ensure effectiveness and maintain civil order, evacuations must be well planned and efficiently executed. For the purpose of this plan, a situation in which evacuation or other actions are deemed necessary to protect the citizens of Carmel, the following three defined categories will be applicable.
 - **Evacuation Advisory (Precautionary):** No immediate threat exists, however prudent emergency management dictates removal of persons from a specific area, or evacuation of specific vulnerable portions of the community as a precautionary measure.
 - **Evacuation Warning (Mandatory):** A threat is present or impending and requires that all persons and livestock living in a specific area be evacuated from the scene for their protection without delay. This type of evacuation is mandatory.
 - **Shelter-in-Place:** Shelter-in-Place may be employed if a threat exists or is impending, but in which citizens are safe within their residences or place of employment. Implicit with Shelter-in-Place is the understanding that those citizens involved are self-sufficient in food, water, medicines, and propane/cooking fuels. Citizens who are not self-sufficient in these areas will be subject to evacuation.

Instructions for Shelter-In-Place should be clear and unambiguous, and promulgated by all available means. The following elements of Shelter-In-Place instructions are germane and should be included:

- An explanation of what Shelter-In-Place means.
- The reason or reasons for Shelter-In-Place, including any hazards that may be present or associated with the instructions.
- The duration of the Shelter-In-Place period.
- Special instructions associated with the Shelter-In-Place instructions, including securing exterior ventilation, not going outside of the residence, hazardous conditions to persons with respiratory ailments, etc.
- How to obtain assistance when Shelter-In-Place is in effect.

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- **Evacuation Authority:** The Emergency Services Director is authorized to direct evacuations in all situations. In the absence of the Emergency Services Director, this authority will be assumed by the Director of Public Safety or Chief of Police. If an immediate, localized evacuation is deemed warranted on the fire ground or at a crime scene, an on-scene Fire Service or Law Incident Commander may direct an evacuation.

See **Annex R – General City Evacuation** for additional information.

- **Multi-Casualty Incident (MCI):** A multi-casualty incident is one in which the local medical responders or facilities are tasked beyond their resources. While no number figure for actual casualties defines this event, practical experience has indicated that the general number of five major casualties will normally constitute a multi-casualty incident. The **Monterey County Multi-Casualty Incident Plan** will govern field operations should this event occur.
- **Public Health Emergency/Pandemic:** This type of emergency can cover a wide range of specific situations that could be hazardous to the City's citizens, including localized public health emergencies such as drinking water contamination or a pandemic. The Monterey County Department of Health (MCHD) possesses the infrastructure, resources, and expertise to deal with public health emergencies and/or conduct appropriate liaison with the California Department of Health. In all jurisdictions within Monterey County, public health emergencies are handled under the auspices of the Monterey County Health Department, utilizing the protocols and plans developed by that agency. The City of Carmel-by-the-Sea could be called upon to support or participate in Health Department operations within the City, or to affect evacuations in response to the Health Department's direction.
 - **The Pandemic Influenza Response Plan (PIRP)** designated Annex E of the **Monterey County Health Department Disaster Preparedness and Response Plan** and the **Carmel Pandemic Influenza Incident Response Plan (CPIIRP)** address this type of emergency incident. This PIRP compliments Annex B, Mass Prophylaxis Plan and Annex Q, Smallpox Plan. The City of Carmel will comply with this plan and its annexes. Under the direction of the Monterey County Health Officer, Communicable Disease Control will have the primary responsibility for planning and coordinating with the local hospitals and clinics, local emergency management, cities, and special districts, local public safety agencies (law enforcement, fire, and emergency medical services), neighboring counties (San Benito, Santa Cruz, San Luis Obispo, Fresno, and Kings), and state/regional agencies including CDHS, Emergency Medical Services Authority (EMSA), and the California Governor's Office of Emergency Services (CalOES).
 - **The Carmel Pandemic Influenza Incident Response Plan (CPIIRP)** provides specific actions and responsibilities for the City in the event of a pandemic occurrence.

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- **Civil Unrest/Violence:** Although unlikely to occur in the City of Carmel-by-the-Sea, civil unrest/violence could conceivably pose a threat to the well-being of the community. Gang-related violence is highly unlikely in the Carmel community and surrounding areas.
- **Explosive Ordnance Disposal (EOD) Incident:** This type of incident could range for investigation of a suspicious package to neutralizing an actual explosive device. It could also fall under the category of an Explosive “E” incident in the context of a Terrorism event. Expended military ordnance/pyrotechnic smoke markers could wash up along the City’s shoreline. In any instance of this nature, the use of a military Explosive Ordnance Disposal Squad or a mutual aid response from the Monterey County Sheriff’s Office EOD Team would be warranted. The EOD Team procedures, protocols, and/or plans promulgated by the Monterey County Sheriff’s Office will normally guide EOD responses within the City. The involvement of the City’s law enforcement and fire services will normally be confined to evacuating and condoning of the area, denying access, and general support functions until the situation is resolved.
- **Terrorism/General:** Recent experience within our nation has demonstrated that acts of terrorism can take many forms. Our nation has undergone attacks by heavily armed individuals targeting specific individuals, identified groups, and random targets of opportunity. Weapons have varied from purchased firearms to improvised explosive devices. Contemporary first responders are now forced to be prepared to face a wide variety of threats that can occur with or without warning, even in areas considered safe. The entire emergency management structure must likewise be prepared for this type of incident. Complacency is the ally of the terrorist.
- **Terrorism (CBRNE – Chemical/Biological/Radiological/Nuclear/Explosive):** Although the City of Carmel does not offer the individual high value targets preferred by terrorists. However, the City is widely known as a desirable tourist destination whose business district can be heavily populated, and as such, could be a target for some forms of terrorist activities. This type of emergency could also be a carryover from other local areas that do have the potential for generating high profile or high value targets. It should be anticipated that any terrorism incident will generate immediate federal and/or state assistance in accordance with Department of Homeland Security (DHS) protocols, and that a “Unified Command” structure with responding federal and/or state agencies may be warranted.

In the event of an explosive terrorism event, standing Public Safety and Fire Department protocols will initially apply. In the event of a biological, radiological, chemical, or nuclear event, DHS protocols, supplemented by any applicable Monterey County Health Department plans and protocols, will apply.

- **CBRNE Device Detection:** In the event that a suspected CBRNE device is detected, the following procedures will be employed:

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- The device will be isolated, and the immediate area evacuated and cordoned. Entry into the area will be denied until it is cleared by the Incident Commander in coordination with appropriate responding federal/state officials.
- Appropriate CBRNE/EOD disposal resources/investigative personnel will be requested.
- The device will not be moved or disturbed until recommended by qualified CBRNE/EOD disposal/investigative personnel.
- The Incident Commander and the Emergency Services Director should be prepared for “disposal on site” of the device.

Implicit in responding to this type of incident is the timely notification of County/federal/state disposal/investigative resources. Existing protocols employed by the Monterey County Office of Emergency Service, the Monterey County Emergency Communications Department, and/or the Monterey County Sheriff’s Office will be utilized.

- **Armed Shooter/School Lockdown:** This type of event is normally a law enforcement area of jurisdiction, with appropriate assistance and support from the fire service and emergency medical resources. Although very rare, a school shooting can present a highly emotional scenario and a public information/relations challenge of the first order. While the priority of the on-scene incident commander will probably be the safety of students and faculty, the CEOC may be in the position to deal more directly with the media and the public information aspects of the emergency incident, thus freeing the Incident Commander to deal with the tactical situation at hand. The existence of only one private school within the City makes this type of event very unlikely.
- **Nuclear/Radiological Incident:** The threat of a nuclear/radiological incident is very low, however, an effect on the City could be generated from the following sources:
 - An accident at the Diablo Canyon Nuclear Power Generating Plant located 150 miles south of the City near Avila in San Luis Obispo County.
 - Transportation Incident along major thoroughfares.
 - Laboratory incident at the Lawrence Livermore National Laboratory located approximately 110 miles north of the City.
 - Military incident or accident offshore.
 - Act of terrorism involving nuclear/radiological devices.

The response capabilities of the City of Carmel-by-the-Sea to an incident of this nature will be limited. Containment, monitoring, and reporting will be the primary actions taken until mutual and/or specialized aid can be received.

- **State of War:** A state of war is considered unlikely for the purposes of this plan. Should a state of war be declared by national leadership, the City will follow the

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direction established by the National Command Authority. At a minimum, increased surveillance within the City should be anticipated. The imposition of curfews and other actions will be subject to national or state direction.

- **Mass Fatality Incident:** A Mass Fatality Incident could accompany various types of major emergencies or disasters. A mass fatality situation would be handled in accordance with the provisions of the Monterey County Multi Casualty Plan and/or the Coroner protocols established by the Monterey County Sheriff-Coroner.
- **Miscellaneous Incidents:** Included in this category are the following:
 - **Aircraft Crash:** The possibility of an aircraft crash or accident, while very remote, is a potential threat to most communities on the Monterey Peninsula. Should this type of incident occur within the City limits, it could result in a Multi-Casualty Incident. The **Monterey County Aviation Incident Response Plan** previously addressed this type of incident in detail from the Operational Area's perspective; this plan is no longer in effect, and its protocols have been incorporated into emergency dispatch protocols. The **Monterey County Multiple Casualty Incident (MCI) Response Plan** is applicable to this type of incident from the Operational Area's perspective.
 - **Tour/School/Passenger Bus Incident:** Numerous bus tours are operated within the City on a daily basis. Additionally, Monterey-Salinas Transit buses and school buses serve the needs of the City's population. The possibility of a tour/school/passenger bus collision or accident, while remote, does exist. This type of incident could result in a Multi-Casualty Incident, thus rendering the **Monterey County Multiple Casualty Incident (MCI) Response Plan** the applicable plan.
 - **Major Maritime Incident/Shipwreck:** Cruise vessels visit Monterey Bay on a regular basis, and frequently anchor overnight. Additionally, day fishing charter boats and whale watching expeditions operate from Monterey. An incident involving any of these vessels could result in a major search and rescue operation, sheltering, coastline contamination and closure, and a multi-casualty incident.
 - **Other Incidents:** Any other incident not covered above that results or could result in a major emergency/disaster.
- **Other Emergency Operational Considerations and Factors:** These considerations and factors are likely to be applicable to all types of emergency incidents and include:
 - **Street Addresses:** The City of Carmel-by-the-Sea is unique in that it does not employ street addresses. Locations are determined by their relationships to intersections (i.e. "the third house south from the intersection of Monte Verde and Ninth Avenue on the east side"), between two intersections (i.e. "on the south side of Tenth Avenue between San Carlos and

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Dolores), or from a known landmark (“Ocean View opposite the Tor House”). The absence of addresses has not inhibited prompt and exact responses by the Carmel Fire and Police Departments because their personnel are thoroughly familiar with the City. However, this situation could present a challenge to newcomers to the CEOC Staff, and caution should be exercised accordingly.

- **Public Safety Answering Point (PSAP):** Public Safety Answering Points handle 9-1-1 calls for specific jurisdictions and/or areas. The City operates its own PSAP located in the Police Department and handles 9-1-1 calls originating within the City’s boundaries. Law enforcement assets are dispatched directly by dispatchers located in the PSAP, while fire and medical related calls are transferred to “Fire Comm”, operated by the Monterey County Emergency Communications Department and located in Salinas, for dispatch. The Monterey Fire Department units and Carmel Fire Ambulance emergency medical/ambulance assets supporting the City are dispatched by “Fire Comm”. During a major emergency or disaster when the CEOC is activated, fire service, law enforcement, Public Services, and forestry resources are dispatched by members of the CEOC Staff or by the PSAP.

In the event of communications disruption, the Monterey County Emergency Communications Center can assume Carmel’s PSAP function upon initiation of the transfer switch by the Monterey County Emergency Communications Center.

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

- **Forms Unique to the PSAP Function During a Major Emergency/Disaster:** Since the City operates its own PSAP, it is necessary that it be prepared to record and log incoming telephone calls during a major emergency or disaster in order to ensure prompt and effective responsive actions. To accomplish this purpose, the following forms found in **Annex E -- CEOC Forms & Associated Documentation** will be utilized:

- **All Hazard Incident Report Card** – Used to record all hazard reports during all major emergencies/disasters except storms. See **Page E-9-A.**
- **Storm Incident Report Card** – Used to record all hazard reports during storm related emergencies. See **Page E-10-A.**
- **Phone Message Report Card** – Used to record all telephonic messages during all major emergencies/disasters including storms. See **Page E-11-A.**

Forms will be completed with all pertinent information by the Call Taker and routed to the appropriate action officer/Section Chief.

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Forms will be serialized and recorded on the appropriate CEOC status board. Forms on which the action has been completed will be filed and retained.

- **Persons with Access and Functional Needs (formerly known iter alia as Vulnerable Populations):** For the purpose of this plan, Persons with Access and Functional Needs may include residents with special needs, the elderly, the infirmed and/or handicapped, including non-ambulatory residents, those who are dependent on medicines, those without viable means of transportation, those members of the community who may not be able to care for themselves in a reliable and consistent manner in the event of an emergency incident, and those without viable language skills. Persons with Access and Functional Needs may require special assistance during an evacuation or a shelter-in-place scenario. It may be necessary to plan to provide food services to these people during emergencies that could deprive them of the means to prepare food for themselves. It is imperative that these elements of the community be identified, and a plan developed to ensure their safety and sustenance of their lifestyles during an emergency. The City will continue to work with the Carmel Foundation and other organizations to identify residents who are Persons with Access and Functional Needs. (Note: Persons with Access and Functional Needs have been or may also be called “Vulnerable Populations”, “Populations at Risk” or “Special Needs Populations”.)
 - **Shelters and Shelter Operations:** The designation and operation of emergency shelters is the responsibility of the City of Carmel-by-the-Sea assisted by the Monterey Bay Area Chapter of the American Red Cross. Red Cross personnel and volunteers are trained in shelter operations and procedures. The chapter maintains agreements with local entities such as school districts to make available specific facilities that meet shelter parameters for use as shelters during an emergency. The actual designation of facilities to be used as shelters vary over time as agreements are renewed or expire or may be situationally dependent on the emergency extant. Consequently, close liaison with the chapter will be required in order to adequately convey actual shelter requirements during an emergency. Specific shelters are not listed in this plan, and any questions regarding a current list of local available shelters should be referred to the Monterey Bay Area Chapter of the American Red Cross. (Note: The Temporary Assistance Center (TAC) will function to assist residents on a temporary basis but will not constitute a shelter. See **Temporary Assistance Center (TAC), Page 16.**)
- See **Annex P – Mass Care and Shelter** for additional information.
- **Triage and Pre-Hospital Care:** The need for triage and/or pre-hospital care could accompany most of the major emergencies/disaster situations addressed in this plan. Protocols and procedures for triage and pre-hospital care are found in the **Monterey County Multi Casualty Inci-**

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dent Plan promulgated by the Monterey County Emergency Medical Care Agency of the Monterey County Health Department.

- **Community Emergency Response Team (CERT):** The CERT is composed of a cadre of trained volunteers who can provide critical assistance during an emergency. CERT members are local residents who are familiar with the City. See **Annex U – Community Emergency Response Team** for specific details on capabilities, equipment, missions, and employment.
- **Urban Search and Rescue:** The need for urban search and rescue resources could accompany many of the major emergencies/disaster situations addressed in this plan. Protocols and procedures for urban search and rescue are found in the **Monterey County Operational Area Urban Search and Rescue Plan** promulgated by the Monterey County Operational Area Urban Search and Rescue Team.
- **Environmental Health/HazMat Assessment:** Should a situation dictate an environmental health/HazMat assessment, the services of the Monterey County Environmental Health Division and/or a HazMat Team should be requested and utilized.
- **Mass Decontamination:** The need for mass decontamination could evolve during a response to an act of terrorism stemming from a chemical, biological, radiological, or nuclear incident. The need for mass decontamination will be determined by the Incident Commander or the Emergency Services Director in consultation with the Commander of the Hazardous Material Team present. As mass decontamination actions will be dependent on the situation and factors at hand, including but not limited to the contaminant involved, the physical location, and the resources required to conduct the decontamination, all efforts will be undertaken in a coordinated manner in consonance with existing HazMat Team and Monterey County Environmental Health Division protocols.
- **Emergent Volunteers:** Emergent volunteers are those members of the community who volunteer to perform emergency services during an emergency incident that are not registered Disaster Services Workers. They usually represent a host of talents and can prove indispensable to an emergency incident response. Channeling their skills and talents into viable, productive efforts can prove to be a challenge to the CEOC Staff. Before employing emergency volunteers during an emergency, they should be registered as “Disaster Services Workers”.
- **Visitors/Transient Population:** The City of Carmel-by-the-Sea is a recognized tourist destination. The distinct ambience, charm, and personality of the City attract visitors worldwide. With over forty lodging establishments (bed and breakfasts, hotels, inns, and resorts), and more than fifty restaurants in and adjacent to the City, it is capable of hosting a size-

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ble number of visitors, especially during holiday weekends and the summer season.

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

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

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Emergency Incident Likelihood of Occurrence, Severity, and Major Operational Considerations/Factors for Carmel

The following Emergency Incident Likelihood of Occurrence, Severity, and Major Operational Considerations/Factors for Carmel Matrix addresses the likelihood and severity potentials, and the major operational considerations/factors of the emergency incidents listed.

Emergency Incident Likelihood of Occurrence, Severity, and Operational Considerations/Factors for Carmel Matrix

HAZARD	LIKELIHOOD	SEVERITY	MAJOR OPERATIONAL CONSIDERATIONS/FACTORS	REMARKS
Earthquake (Magnitude <5.0)	Frequent	Low	• Low to moderate media involvement. • Citizen inquiries. • Possible structural and property damage. • Some potential for aftershocks and resultant anxiety. • Limited possibility of selected considerations/factors from Earthquake (Magnitude 5.0>) below.	Severity Dependent on Location and Proximity

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HAZARD	LIKELIHOOD	SEVERITY	MAJOR OPERATIONAL CONSIDERATIONS/FACTORS	REMARKS
Earthquake (Magnitude 5.0>)	Infrequent	Moderate to High	• Potential <u>MCI</u>. • Widespread structural and property damage. • Potential for aftershocks and resultant anxiety. • Potential for <u>Coroner Operations</u>. • Disruption of transportation/essential services/utilities. • Widespread economic disruption. • Selective evacuations. • Probable TAC and shelter operations. • Possible "Shelter-in-Place". • Potential for urban fires. • School closures. • Intense media interest. • Potential for Tsunami and related concerns. • Potential for <u>COOP</u> and <u>COG</u> issues. • Potential for general panic. • Numerous citizen inquiries • Potential for looting.	Severity Dependent on Location and Proximity

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HAZARD	LIKELIHOOD	SEVERITY	MAJOR OPERATIONAL CONSIDERATIONS/FACTORS	REMARKS
Tsunami	Low	Moderate to High	• Rapid warning dissemination requirement. • Shoreline closure and enforcement thereof. • Potential for large number of troublesome sightseers/gawkers. • Selected evacuation of shoreline homes. • Potential <u>MCI</u>. • Possible <u>TAC</u>/shelter operations. • Traffic control requirements near shoreline. • Intense media interest. • Numerous citizen inquiries. • Close coordination with <u>NSWC</u> and <u>NWS</u>.	Severity Dependent on Location and Proximity
Winter Storm/ Extreme Weather	Seasonal	Low to High	• Advanced warning/information dissemination. • Downed trees/limbs with potential property damage. • Varied citizen inquiries. • Potential for urban rescue operations. • Disruption of traffic. • Disruption of electrical utilities. • Urban/small stream flooding. • Possible localized or general evacuations. • School closure. • Possible <u>TAC</u>/shelter operations. • Moderate media interest.	Severity Dependent on Wind Direction, Wind Speed, Wind Gusts, Ground Saturation, and Duration of the Storm

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HAZARD	LIKELIHOOD	SEVERITY	MAJOR OPERATIONAL CONSIDERATIONS/FACTORS	REMARKS
Earthen Dam/Levee Failure & Resultant Flooding	Extremely Low	Low to Moderate	• Disruption of traffic. • Localized property/structure flooding. • Potential for evacuations. • Potential sewage spills. • Intense media interest.	No structures currently qualify as an earthen dam in Carmel. Levee failures in Mission Fields could affect access to Carmel
Urban/Small Stream Flooding	Low to Moderate	Low to Moderate	• Disruption of traffic. • Localized property/structure flooding. • Potential for evacuations. • Possible school closure. • Potential for sewage spills. • Varied citizen inquiries. • Intense media interest.	Could Accompany Winter Storms

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HAZARD	LIKELIHOOD	SEVERITY	MAJOR OPERATIONAL CONSIDERATIONS/FACTORS	REMARKS
High Surf Conditions/Coastal Flooding	Infrequent	Low to Moderate	• Evacuation and closing of the Carmel Beach and adjacent areas. • Citizen inquiries. • Enforcement of evacuations and beach closure. • Evacuation of homes along the beach. • Traffic control/restrictions along beach and access routes. • Potential for large number of troublesome sightseers/gawkers. • Moderate to intense media interest. • Potential for TAC/shelter operations.	Seasonal with Severity Dependent on Tides, Swells, and Wind Conditions/Direction

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HAZARD	LIKELIHOOD	SEVERITY	MAJOR OPERATIONAL CONSIDERATIONS/FACTORS	REMARKS
Drought	Moderate to High	Moderate to Severe	• Increased danger of Urban/Wildland Inter-mix Fires. • Potential for major economic impact on local hospitality industry with resultant negative effect on City's fiscal posture. • Potential for increased fuel loads, and the need to remove same. • Need for coordinated public information outreach. • Low or restricted water availability. • Probable water rationing and/or use restrictions. • Probable <u>Operational Area</u> coordinated action and/or programs. • Possible need for coordination with other jurisdictions and local agencies involved in water conservation or management. • Possible media interest. • Dissatisfaction of residents. • Potential for friction or disputes between water users. • Moderate level of citizen inquiries.	Seasonal or Dependent on Prolonged Weather Conditions

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HAZARD	LIKELIHOOD	SEVERITY	MAJOR OPERATIONAL CONSIDERATIONS/FACTORS	REMARKS
Urban/Wildland Intermix Fire	Low	Moderate to High	• <u>Fire Mutual Aid and possible Law Enforcement Mutual Aid.</u> • Potential for very fast-moving emergency. • Probable <u>Operational Area EOC</u> activation. • Area wide evacuations. • Possible school closure. • Traffic disruptions. • Intense media interest. • Numerous citizen inquiries. • Potential for panic. • Potential for <u>TAC</u>/shelter operations. • Possible utility disruptions.	Seasonal and Dependent on Weather/Fuel Conditions
Urban Fire/Conflagration	Low	Moderate to High	• <u>Fire Mutual Aid and possible Law Enforcement Mutual Aid.</u> • Area evacuations. • Possible school closure • Traffic disruptions. • Intense media interest. • Numerous citizen inquiries. • Potential for panic. • Potential for <u>TAC</u>/shelter operations. • Potential impact on commercial businesses. • Possible utility disruptions.	Severity Dependent on the Location of the Fire and the Structures Involved

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HAZARD	LIKELIHOOD	SEVERITY	MAJOR OPERATIONAL CONSIDERATIONS/FACTORS	REMARKS
Essential Services/ Transportation/ Utilities Disruption (General)	Low	Low to Moderate	• Possible assistance to <u>Persons with Access and Functional Needs</u> and/or welfare checks. • Possible distribution of food and water to <u>Persons with Functional and Access Needs</u>. • School closures. • Moderate media interest. • Numerous citizen inquiries. • Possible <u>TAC</u>/shelter operations.	Severity Dependent on the Nature and Location of the Disruption
Potable Water Contamination/ Disruption	Low	Low to Moderate	• Possible <u>MCI</u>. • School closure. • Possible evacuation. • Possible shelter operations. • Possible distribution of water to <u>Persons with Access and Functional Needs</u>. • Possible general distribution of water to all residents. • Possible sewage system disruption. • Low to moderate media interest • Close coordination with <u>CalAm</u> required. • Numerous citizen inquiries.	Severity Dependent on the Nature and Location of the Disruption

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HAZARD	LIKELIHOOD	SEVERITY	MAJOR OPERATIONAL CONSIDERATIONS/FACTORS	REMARKS
Transportation Disruption	Low	Low to Moderate	• Delays in emergency responses and mutual aid. • Delays of general and specific deliveries. • Foodstuffs/necessities/gasoline shortages. • Commuting and general traffic congestion. • Moderate media interest. • Numerous citizen inquiries. • Frustration of citizens.	Severity Dependent on the Nature and Location of the Transportation Disruption
Utilities Disruption (Electrical Power, Natural Gas, and Sewer Services)	Low	Low to Moderate	• Possible assistance to <u>Persons with Access or Functional Needs</u> and/or welfare checks. • Possible distribution of food to <u>Persons with Access or Functional Needs</u>. • Possible <u>HazMat</u> situation (sewers). • School closures. • Moderate media interest. • Numerous citizen inquiries. • Close coordination with <u>PG&E</u> or service provider required. • Prolonged outages possible. • Possible <u>TAC</u>/shelter operations. • Protection of vulnerable populations.	Severity Dependent on the Nature and Location of the Disruption

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HAZARD	LIKELIHOOD	SEVERITY	MAJOR OPERATIONAL CONSIDERATIONS/FACTORS	REMARKS
Hazardous Materials Incident	Low	Low to Moderate	• <u>HazMat Team</u> Mutual Aid. • Possible <u>MCI</u>. • Possible decontamination operations. • Possible school closure. • Possible area evacuation. • Potential for <u>TAC/shelter</u> operations. • Moderate level of citizen inquiries. • Possible shelter in place.	Severity Dependent on the Location of the Spill and Type of Chemical Involved
Evacuation	Low	Low to Moderate	• Transportation requirements/logistics. • Potential for <u>TAC/shelter</u> operations. • Possible school closure. • Assistance for <u>Persons with Access and Functional Needs</u>. • Moderate media interest. • Numerous citizen inquiries.	Severity Dependent on the Type of Incident Causing the Evacuation and the Urgency Involved
Multi-Casualty Incident (MCI)	Low	Low to Moderate	• Possible <u>Fire and/or Law Enforcement Mutual Aid</u>. • Close coordination with <u>County EMSA</u> required. • Possible emergency medical mutual aid. • Moderate to intense media interest. • Some citizen inquiries.	Severity Dependent on the Nature of the Incident and the Number of Casualties Involved

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HAZARD	LIKELIHOOD	SEVERITY	MAJOR OPERATIONAL CONSIDERATIONS/FACTORS	REMARKS
Public Health Emergency	Low	Low to Severe	• Possible <u>Emergency Medical Mutual Aid</u>. • Involvement of the <u>County Health Department</u>. • School closure. • Assistance for <u>Persons with Access and Functional Needs</u>. • Possible evacuation. • Moderate to intense media interest. • Numerous citizen inquiries.	Severity Dependent on the Nature and Scope of the Emergency
Pandemic	Low	Low to Severe	• Possible <u>Emergency Medical Mutual Aid</u>. • Involvement of the <u>County Health Department</u>. • School closure. • Moderate to intense media interest. • Potential for localized panic. • Numerous citizen inquiries.	Severity Dependent on the Nature and Scope of the Actual Pandemic
Civil Unrest/ Urban Violence	Very Low	Low	• Possible <u>Law Enforcement and/or Fire Mutual Aid</u>. • School closure. • Possible area evacuation. • Possible road/access closures. • Intense media interest. • Moderate level of citizen inquiries.	Severity Dependent on the Nature of the Incident

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HAZARD	LIKELIHOOD	SEVERITY	• MAJOR OPERATIONAL CONSIDERATIONS/FACTORS	REMARKS
Explosive Ordnance Disposal Incident (EOD)	Very Low	Low to Medium	• <u>EOD Squad/Team Mutual Aid.</u> • Probable Unified Command Structure. • Potential for a hoax. • Potential terrorism event. • Potential for an <u>MCI</u> if premature detonation occurs. • Possible federal and/or state investigation assistance. • Possible law and/or fire mutual aid. • Requirement for military notification. • Possible military assistance/mutual aid. • Possible law and/or fire mutual aid. • Probable evacuation. • Potential for <u>TAC</u>/shelter operations. • Potential for general panic. • Road/access/area closures/traffic disruptions. • Possible business/school closures. • Potential for “copy-cat” incidents. • High media interest. • Moderate level of citizen inquiries.	Severity Dependent on the Nature of the Incident and/or Device Involved

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HAZARD	LIKELIHOOD	SEVERITY	MAJOR OPERATIONAL CONSIDERATIONS/FACTORS	REMARKS
Terrorism (General)	Very Low	Low to Moderate	• Possible <u>Fire, Law Enforcement, and Medical Mutual Aid</u>. • Containment of crime scene required. • Potential for major traffic disruption. • Possible emergency medical mutual aid. • Possible <u>MCI/Coroner Operations</u>. • Possible localized to widespread panic. • Probable school and area evacuation. • <u>FBI/DHS/Federal/State</u> involvement. • Probable <u>JOC/JIC</u> establishment/support. • Extremely intense media interest. • Numerous citizen inquiries.	Severity Dependent on the Nature of the Incident and the Target Involved
Terrorism (Chemical, Biological Radiological, Nuclear, Explosive)	Very Low	Low to Severe	• Possible <u>Fire, Law Enforcement, Medical, and HazMat Mutual Aid</u>. • Containment of crime scene required. • Potential for major traffic disruption. • Possible emergency medical mutual aid. • Possible <u>MCI/Coroner Operations</u>. • Possible localized to widespread panic. • Probable school and area evacuation. • <u>FBI/DHS/Federal/State</u> involvement. • Probable <u>JOC/JIC</u> establishment/support. • Extremely intense media interest. • Numerous citizen inquiries.	Severity Dependent on the Nature of the Incident and the Target Involved

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HAZARD	LIKELIHOOD	SEVERITY	MAJOR OPERATIONAL CONSIDERATIONS/FACTORS	REMARKS
Armed Shooter/ School Lockdown	Low	Low to Sever	• Possible <u>Law Enforcement and/or Fire Mutual Aid.</u> • Possible <u>MCI.</u> • School and area evacuation. • Intense media interest. • Numerous citizen inquiries.	Severity Dependent on the Nature of the Incident
Nuclear/Radiological Incident:	Extremely Low	Low to High	• Possible act of terrorism. • Possible laboratory or nuclear power plant incident. • Possible military accident/incident. • Possible transportation incident. • Heavy federal/state/outside agency involvement and guidance. • Local containment, monitoring, and reporting may be required. Possible evacuation. • Heavy media interest. • Possible panic.	Severity Dependent on the Nature of the Incident

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HAZARD	LIKELIHOOD	SEVERITY	MAJOR OPERATIONAL CONSIDERATIONS/FACTORS	REMARKS
State of War	Extremely Low	Low to Severe	• Possible <u>Law Enforcement and/or Fire Mutual Aid</u>. • Probable federal and/or state involvement. • Possible widespread panic. • Possible <u>MCI</u>. • Possible general or widespread panic. • Possible confrontations/armed citizens. • Possible <u>Coroner Operations</u>. • Possible evacuation and shelter operations. • Intense media interest. • Numerous citizen inquiries.	Severity Dependent on many factors not under the City's control

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HAZARD	LIKELIHOOD	SEVERITY	MAJOR OPERATIONAL CONSIDERATIONS/FACTORS	REMARKS
Mass Fatality Incident	Extremely Low	Severe	• Probable <u>MCI</u>. • <u>Coroner Operations</u>. • Possible <u>Emergency Medical Mutual Aid</u>. • Intense media interest. • Numerous citizen inquiries.	Severity Dependent on many factors not under the City's control
Aircraft Crash	Very Low	Low to Moderate	• Probable <u>MCI</u>. • Urban/wildland fire/conflagration. • Possible <u>Coroner Operations</u>. • Possible emergency medical mutual aid • Intense media interest. • Moderate level of citizen inquiries. • Possible localized panic. • Possible area evacuation. • Potential for <u>TAC/shelter</u> operations. • Possible <u>HazMat Incident</u>. (Fuel, cargo, etc.) • Traffic control requirements. • <u>NTSB</u> investigation team support and/or coordination.	Severity Dependent on the Type of Aircraft and the Nature/Location of the Crash

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HAZARD	LIKELIHOOD	SEVERITY	MAJOR OPERATIONAL CONSIDERATIONS/FACTORS	REMARKS
Tour/School/ Passenger Bus Incident	Very Low	Low	• Probable <u>MCI</u>. • Possible <u>Coroner Operations</u>. • Possible <u>Emergency Medical Mutual Aid</u>. • Possible language barrier challenge for tour buses with foreign visitors. • Intense media interest. • <u>NTSB</u> investigation team support.	Severity Dependent on the Nature and Severity of the Incident

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HAZARD	LIKELIHOOD	SEVERITY	MAJOR OPERATIONAL CONSIDERATIONS/FACTORS	REMARKS
Major Maritime Incident/Shipwreck	Very Low	Low to High	• Possible vessel grounding or shipwreck. • Possible coastal contamination/HAZMAT. • Possible <u>Fire//Law Enforcement/Public Works/Emergency Medical Mutual Aid.</u> • Probable <u>Search and Rescue Operations (SAR).</u> • Possible <u>Coroner Operations.</u> • Possible evacuation/sheltering operations. • Possible beach evacuation. • <u>U.S. Coast Guard</u> probable IC. • Probable <u>USCG</u> investigation. • Probable significant number of sight-seers/gawkers. • Need for traffic/crowd control along coast-line. • Intense local interest/potential crowd control. • Heavy media interest.	Severity Dependent on the Type of Vessel Involved, the Number of Passengers Onboard, and the Location of the Incident
Other Incidents	Very Low	Unknown	• Considerations/Factors driven by the nature and severity of the incident.	Severity Dependent on the Nature and Severity of the Incident

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Notes:

1. The “Likelihood of Occurrence” designation for this matrix uses the classifications of: Extremely Low, Infrequent, Very Low, Low, Moderate, Seasonal, High, and Frequent.
2. The “Severities of Impact” designation for this matrix uses the classifications of: Low, Moderate, High and Severe.
3. The Major Operational Considerations/Factors are listed for each type of emergency; they are intended to provide an overview of the considerations and factors that could attend a given type of emergency. These should be considered when plans are developed to respond to an emergency. By no means are they all inclusive and should be treated as such.
4. The remarks are intended to provide a synopsis of the factors that could affect the severity of impact of the type of incident.
5. **Annex A – CEOC Positions and Duties and Annex B – CEOC Position Operational Checklists** provide general duties and general/specific emergency checklists and consideration for each CEOC Staff position. The general checklists are applicable to all emergencies, while the specific checklists (example: earthquake) are applicable to only that type of emergency. The checklists are intended to guide the CEOC Staff through the response actions appropriate to emergency situations. The Major Operational Considerations/Factors listed above are potential subsidiary issues that could attend the types of emergencies listed, and that may need to be addressed by the CEOC Staff. This matrix is intended to be used in conjunction with **Annex A – CEOC Positions and Duties and Annex B – CEOC Position Operational Checklists**.

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Emergency Response Operations

This plan presumes that the initial response to most, if not all, emergency incidents will be tactical in nature. To the maximum extent possible, the intent of this plan is to preserve the operational flexibility and command prerogatives of the Incident Commander (IC). It is not the intent of this plan to inhibit or usurp these elements of command. Consequently, the tactical protocols established for the fire service, law enforcement agencies, and the emergency medical/ambulance providers will prevail.

Annex A – CEOC Positions and Duties and Annex B – CEOC Position Operational Checklists provide general duties and operational checklists applicable to all emergencies. Where actions or considerations unique to a specific type of emergency are warranted, they are included in **Annex B**.

Monterey County Operational Area Terrorism Threat Conditions Matrix

The City of Carmel by-the-Sea will employ the modified Department of Homeland Security National Terrorism Advisory System (NTAS). The former Homeland Security Terrorism Threat Matrix system developed by the Monterey County Office of Emergency Services and promulgated to all jurisdictions within the Monterey County Operational Area is contained in **Annex N – Monterey County Operational Area Threat Conditions Matrix**. The matrix and the actions to be undertaken for various threat condition levels are delineated in checklist manner by discipline. The matrix will be used as a guide for actions to be taken during whatever threat condition is promulgated.

Special Event Planning

Special Events conducted within the City are governed by **Carmel-by-the-Sea Policy No. C95-06, Short-Term Use Of Public Spaces And Municipal Buildings For Special Events**. All applications for Special Events are reviewed by a “staff committee”, which forwards its recommendation to the City Administrator for action. The Risk Manager (Chair), Chief of Police, and Fire Chief are standing members of the “staff committee”. Implicit in their recommendations for application/permit approval or denial will be any emergency management considerations applicable to the requested event. Germane issues of consideration may include, but are not limited to:

- Weather forecasts for the event.
- Size of the event and anticipated attendance.
- Event location/s.
- Fire, law enforcement, and emergency medical resources commensurate with event requirements.
- Any existing terrorism threat conditions or warnings.
- Crowd, traffic, and access control.
- Other factors unique to the event.

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Resources

- **General:** The timely procurement and employment of a wide variety of resources is frequently essential to ensure a successful response to a disaster or major emergency. During a disaster or major emergency, resources can be obtained from various sources, including the following:
 - **Organizational Resources:** These include resources owned or leased by the City and used in the course of normal business.
 - **Local Resources:** These resources are those that can be procured from businesses and firms. Rental equipment or purchased building materials are examples of this type of resource. Resources are procured by the Logistics Section in response to specific resource requests and complete documentation is maintained to facilitate post-disaster reimbursement. The Assistant City Administrator is responsible for developing and maintaining a “Local Emergency Resource Directory”. Additionally, the Monterey County Office of Emergency Services has developed an interactive **Monterey County Operational Area Emergency Resource Directory (ERD)** which has been provided to all members of the Monterey County Operational Area. This document is intended to complement and expand upon the Local Emergency Resource Directory and may include sources inside and outside of Monterey County.
 - **Mutual Aid:** Mutual aid is critical to responding to major emergencies and disaster situations when the resources of a particular jurisdiction, and/or neighboring jurisdictions are overwhelmed. Mutual aid is a structured system administered by the State that allows the timely application of specific and/or unique resources to the scene of a major emergency or disaster.

Mutual aid is coordinated by the California Governor’s Office of Emergency Services (CalOES) through OES Region II or the Coastal Region (CalOES) and requested through the Monterey County Operational Area or the Local Mutual Aid Coordinator. The following emergency functions are applicable to mutual aid. Where designed, functional coordinators are identified:

- Fire and Rescue Operations. (Monterey County Operational Area Fire and Rescue Coordinator – CalFire Unit Chief, San Benito-Monterey Unit.)
- Law Enforcement and Traffic Control Operations. (Monterey County Operational Area Law Enforcement Coordinator – Monterey County Sheriff)
- Medical Operations. (Medical and Health Operational Area Coordinator (MHOAC) – Monterey County Emergency Medical Services Administrator)

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- Public Health Operations. (Medical and Health Operational Area Coordinator (MHOAC) – Monterey County Emergency Medical Services Administrator)
- Coroner Operations. (Monterey County Sheriff/Coroner)
- Explosive Ordnance Disposal. (Monterey County Operational Area Law Enforcement Coordinator – Monterey County Sheriff)
- Care and Shelter Operations. (Mutual Aid Region Care and Shelter Coordinator)
- Movement Operations. (Monterey County Sheriff)
- Construction and Engineering Operations. (Monterey County Director of Public Works)
- Resource and Support Operations. (Monterey County Emergency Operations Center and the Mutual Aid Region Resource Coordinator)
- Radiological Defense. (To be determined.)

The application of mutual aid is a coordinated evolution. Care should be taken to identify the specific requirement needed when requesting mutual, not the specific resource.

- **Outside Resources:** These resources are requested from the Monterey County Operational Area Emergency Operations Center when it has been determined that they cannot be obtained from organizational or local sources available to the City. The Operational Area may be able to supply these resources from its assets or may be required to request them from State or federal sources. The Logistics Section is charged with requesting these resources and tracking them while they are employed by the City. NIMS/SEMS/ICS procedures apply to obtaining these resources.
- **Emergent Resources:** Usually volunteered by individuals or service organizations, these resources may be unknown until after the occurrence of the disaster and may cover a wide range. Specific authorization and complete documentation of the utilization of these resources is necessary to protect the City against claims and ensure that specific disaster service worker provisions are met.
- **Resource Requests:** Resource requests to the Operational Area should clearly state the need for the resource. Specifically identifying the resource should be avoided to the extent possible. As an example, if the need is to move 100 people from the City to a shelter in Carmel Valley, the request should not specify four MST buses. The resource provider will determine what resources are readily available and fill the need accordingly. In this example, ten mini-buses or eight National Guard heavy trucks may more readily fill the requirement.

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Conversely, if resources are ordered from a local business, the request should be as specific as possible. If the requirement exists for 10,000 sandbags and twenty tons of sand, this specific required should be delineated to the local provider and documented.

All possible efforts should be made to allow the eventual resource provider as much latitude as possible in satisfying the resource request.

- **Resource Management and Prioritization:** Resources will be governed by the concept of single point management. The Logistics Section will be responsible for the ordering and/or procurement of all resources in order to avoid duplication or redundancy of resources requests. Likewise, the practice of “over-ordering” resources to ensure that sufficient resources are available will be avoided. Such a practice may deprive other jurisdictions of a limited supply of specific resources.

The application and procurement of resources will be governed by the following hierarchy of priorities:

- **Preservation of Life/Prevention of Injury:** The preservation of life/prevention of injury will be the paramount consideration during major emergencies/disasters. This priority is equally applicable to citizens and responders.
- **Preservation/Protection of Property:** The preservation/protection of property will be the secondary consideration during major emergencies/disasters. This priority is equally applicable to public, private, and commercial property.
- **Other Applications of Resources:** All other applications will be of tertiary consideration of the application of resources during a major emergency or disaster.

Training

See **Annex Q – CEOC Staff and NIMS/SEMS Training Plan** for training requirements and the overall City training plan.

Public Information

Keeping the public informed is critical to the success of emergency or disaster operations. The resources available to a small city for this function are generally limited, however, effective use of the Monterey County Operational Area Emergency Operations Center Public Information Section Chief/Public Information Officer can enable local efforts and support the objectives established for dissemination of event critical information. The Operational Area has a range of options capable of reaching the public and the media, as well as trained public information officers. To this end, the CEOC Public Information Section Chief/Public Information Officer will maintain close liaison with his or her counterpart in the Monterey County Operational Area EOC and promulgate emergency public information through that agency when appropriate.

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Additionally, the employment of local media resources should be undertaken when appropriate. **Annex F – CEOC Key Points of Contact** lists local resources that could be employed.

The **Public Information Section/Public Information Officer** will use standardized **Carmel Emergency Bulletins (CARMERBULLS)** and **Carmel Warning Bulletins (CARWARN-BULLS)** for the promulgation of disaster or emergency related information. The content of these emergency bulletins should be concise and simple. Duplicate bulletins containing the same information may be promulgated in English and Spanish if the situation warrants. It is imperative that the **CEOC Public Information Section/Public Information Officer** have Spanish language translation and origination capabilities whenever the CEOC is activated.

All bulletins will be provided to the media as appropriate and to all levels of the City's organization. As such, they will be used not only to inform the residents of Carmel, but also to keep all city employees informed on disaster-related matters.

Additionally, the **Public Information Section/Public Information Officer** will endeavor to employ all available means of social media. (Twitter, etc.) This is a rapidly evolving means of social communications that requires continual assessment to ensure its effective employment. All members of the **CEOC Staff** should be aware of the potential of this means of communication and provide the **Public Information Section** with any information that can facilitate its effective use.

See **Annexes A – CEOC Positions and Duties, Annex B – Position Operational Checklists, and Annex U – Emergency Public Information (EPI) and Population Warning (PW)** for further public information details.

CEOC Functional Plans and Reports

- **Incident Action Plan:** The CEOC Staff will develop an **Incident Action Plan** or **IAP** within two hours of activation. The **Incident Action Plan** will include all goals and objectives that will be pursued during the first operational period by the **"Gold Team"**. Two hours prior to relief by the **"Silver Team"**, the **"Incident Action Plan"** will be updated to reflect the current situation and include the goals and objectives to be accomplished during the second operational period by the **"Silver Team"**. This process will continue until the CEOC is deactivated. A sample of an **"Incident Action Plan"** can be found in **Annex H – Pre-Scripted Declarations, and Annex E – CEOC Forms & Associated Documentation (Incident Action Plan)**.
 - **IAP Preparation and Content:** The **Incident Action Plan (IAP)** should be formulated using the **Mission Statement** found on **Page 11** of this plan. Preparation of the **IAP** will be the responsibility of the **Planning Section Chief**, assisted by the other Section Chiefs.

The plan should be written in simple, understandable terms, utilizing bullet point construction. All objectives pertinent to the emergency extant should be addressed. The plan can be modified and/or updated as deemed

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necessary during the operational period to address emergent factors and considerations, changes in priorities, or other issues as needed. It must be stressed that to be effective and retain credibility, the IAP must be a dynamic document that utilizes the input of all involved personnel and remains abreast of the tactical situation confronting the City. All concerned should be alert to circumstances or emergent situations that would warrant address by the plan and provide input in a timely and substantive manner.

IAP Periodicity: The IAP will be updated and reissued one hour before a regularly scheduled team change.

- **IAP Distribution:** The IAP will be distributed to all members of the CEOC Staff and the Mayor and City Council. Further distribution will be at the discretion of the Emergency Services Director. Web EOC will be used as the primary means of distribution; however, printed copies of the plan may be distributed as needed. Copies of the IAP will be disseminated to the Mayor and City Council by whatever means they designate.
- **Initial Damage Estimate (IDE):** An Initial Damage Estimate will be submitted to the Monterey County Operational Area EOC upon the assessment of damages within the City. Follow-up reports will be submitted as necessary to update the overall situation. A sample of an “Initial Damage Estimate” can be found in **Annex E – CEOC Forms & Associated Documentation (Initial Damage Estimate Report)**.
 - **IDE Periodicity:** A good rule-of-thumb is to promulgate an updated IDE whenever significant changes occur.
 - **IDE Distribution:** The IDE will be distributed to the Monterey County Operational Area EOC and all members of the CEOC Staff via Web EOC. Copies of the IDE will be disseminated to the Mayor and City Council by whatever means they designate.
- **Situation Report (SITREP):** A Situation Report will be submitted to the Monterey County Operational Area EOC on a periodic basis or upon request after the commencement of a CEOC activation. The SITREP should contain sufficient detail to enable the upper levels of the emergency management structure to gain a full picture of the status of the City and of ongoing emergency response actions. It should be unemotional and devoid of personal ideas. A sample of an “Situation Report” can be found in **Annex E – CEOC Forms & Associated Documentation (Initial Damage Estimate Report)**.
 - **SITREP Periodicity:** A good rule-of-thumb is to promulgate an updated SITREP whenever significant changes occur.
 - **SITREP Distribution:** The SITREP will be distributed to the Monterey County Operational Area EOC and all members of the CEOC Staff via Web EOC. Copies of the SITREP will be disseminated to the Mayor and City Council by whatever means they designate.

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- **Weather Related Damage Reporting:** In addition to the IDE, any weather-related damage will be reported separately and directly to the National Weather Service Forecast Office, San Francisco Bay Area/Monterey. This information may be reported telephonically or sent electronically and updated when appropriate. If desired, the report may be in the format of the Initial Damage Estimate. Updates should be submitted to keep the NWS apprised of the current weather-related damage situation within the City.
- **Other reports:** The need for other reports unique to the emergency extant may be required. The Planning Section Chief should be cognizant of all emerging report requirements and take appropriate action to ensure that these are fulfilled.

Demobilization and Post Incident Procedures

- **Demobilization:** The demobilization phase of any CEOC is as critical to the success of the emergency response as the initial activation. All actions and expenditures undertaken during the activation must be recorded and all records must be concisely closed out. Most event audits by federal and state agencies responsible for administration of disaster relief funding rely on analysis of records maintained during activation. Experience has demonstrated that valid reimbursable claims are frequently disallowed due to lack of complete and accurate records.

Demobilization is also applicable to the individual members of the CEOC Staff. Stress levels are elevated during activations, and all concerned should be aware of the impacts an CEOC activation can have on the mental and physical well-being of assigned personnel. The use of critical stress debriefing resources should be employed as appropriate.

The overall objective of demobilization is to return the City's organization to normal operations. The concerted efforts of assigned personnel are required to ensure that all necessary details are accomplished prior to personnel being released.

The demobilization phase should establish the need for conducting and scheduling a Post Incident Review (PIR) of the CEOC activation. See the following section for PIR parameters.

- **Post Incident Review (PIR):** Following demobilization, a Post Incident Review (PIR) will be conducted at the discretion of the Emergency Services Director, preferably within two weeks of the event. The purpose of the PIR is to review all actions taken during the emergency and the CEOC activation to determine what strengths and/or weaknesses were encountered, and what corrective actions should be taken to eliminate any weaknesses. The PIR will be chaired by the Emergency Services Director. All members of the CEOC Staff and field personnel who participated in the emergency and/or the activation should participate in the PIR. Supporting outside agencies may be invited to attend at the discretion of the Emergency Services Manager. All participants should be encouraged to provide their candid assessment of the actions in which they participated, and their

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recommendations for improvement of all phases of operations. The adequacy of all emergency documentation and plans should be addressed with the intent of modifying or upgrading these documents. The Emergency Services Director will prepare a written Post Incident Review Report (PIRR), sometimes called an After-Action Report (AAR), which will include any recommendations for improvement of operations and existing plans. At the discretion of the City Administrator/Emergency Services Director, the PIRR may be used as the basis of a post incident report to the City Council.

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Supporting Plans

General

This section contains information regarding supporting plans that are either contained within the CEOP or exist as “stand-alone” plans promulgated by other agencies. These plans could be employed to support a disaster response or recovery.

Prevention Plan

The City of Carmel-by-the-Sea’s Prevention Plan is contained in **Annex I – Prevention Plan.**

Hazard Mitigation Plan

Mitigation considerations unique to the City of Carmel are contained in **Annex J – Hazard Mitigation Plan.** Additionally, the City is a participant in the **County of Monterey Multi-Jurisdictional Hazard Mitigation Plan (MJHMP)** which consolidates and delineates mitigation actions for the entire Operational Area. (This plan is under revision and is due to be promulgated in June 2022.) Both documents are applicable to mitigation efforts within the City.

Recovery Plan

The City of Carmel’s Recovery Plan is contained in **Annex L – Recovery Plan.**

Regional and Monterey County Catastrophic Plans

In the event of a catastrophic emergency, it should be anticipated that appropriate Regional or Monterey County Catastrophic Plans will be activated and employed on a regional or County-wide basis. The City of Carmel-by-the-Sea will employ the following plans based on the direction of the Monterey County Operational Area:

- **Regional Catastrophic Plans:**
 - Regional Catastrophic Earthquake Debris Removal Plan.
 - Regional Catastrophic Interim Housing Plan.
 - Regional Catastrophic Mass Care and Sheltering Plan.
 - Regional Catastrophic Incident Mass Fatality Plan.
 - Regional Catastrophic Earthquake Mass Transportation/Evacuation Plan.
 - Regional Volunteer Management Plan
- **Monterey County Operational Area Catastrophic Plans:**
 - Monterey County Catastrophic Earthquake Debris Removal Plan.
 - Monterey County Catastrophic Earthquake Mass Care and Sheltering Plan/Interim Housing Plan.
 - Monterey County Catastrophic Incident Mass Fatality Plan.
 - Monterey County Catastrophic Mass Transportation/Evacuation Plan.

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- Monterey County Volunteer Management Plan.

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RECORD OF CHANGES

CHANGE NO.	CHANGE DATE	PAGES	MADE BY
Revision 1	7 December 2009	P. 6, 44, &45	REMG
Revision 2	1 June 2011	Various	REMG
Revision 3	4 June 2013	Various	REMG
Revision 4	1 June 2015	Various	REMG
Revision 5	1 June 2017	Various	REMG
Revision 6	1 June 2019	Various	TOMASI
Revision 7	1 June 2021	Various	TOMASI
Revision 8	9 January 2024	Various	TOMASI

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Annex A – CEOC Positions

General

This annex provides a listing of CEOC positions and the duties of these positions. **Annex B** provides operational checklists for each position that are intended to be used during CEOC activation.

Position Descriptions and Duties

- **COMMAND SECTION:**

- **Emergency Services Director:**

This position will normally be filled by the City Administrator.

- Establish the appropriate staffing level for the CEOC and continuously monitor organizational effectiveness ensuring that appropriate modifications occur as required.
- Exercise overall management responsibility for the coordination between elements of the City government.
- Make executive decisions and issue policies and priorities pertaining to emergency management and response for disasters occurring within the City of Carmel.
- Ensure the Planning/Intelligence Section Chief sends intelligence summaries to the Monterey County Operational Area Emergency Operations Center (EOC) (MoCo Op Area EOC).
- Request that the City Council make Proclamations of Local Emergency or issue such proclamations if the Council is not in session.
- In conjunction with the General Staff, set priorities for response efforts in the City.
- Ensure that all City agency actions are accomplished within the priorities established.
- Ensure that Inter-Agency Coordination is accomplished effectively within the CEOC.
- Activate the CEOC and determine the level of activation.
- Update the City Council, as required.
- Coordinate with other public agencies outside of the City for mutual aid or for county support.
- Provide guidance to the Public Information Section Chief on any information that is to be released to the media or public.

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○ **Assistant Emergency Services Director:**

This position will normally be filled by the Director of Public Safety.

- Function as the Chief of Staff and act as the Assistant Director of Emergency Services.
- Function as the Emergency Service Director, as required.
- Activate the CEOC and determine the level of activation.
- Ensure coordination between all sections and members of the CEOC Staff; facilitate the overall functioning of the CEOC. Ensure an effective and adequately functioning CEOC Staff.
- Make recommendations to the Emergency Services Director.
- Assist and serve as an advisor to the Director and General Staff as needed, providing information and guidance related to the internal functions of the CEOC and ensure compliance with operational area emergency plans and procedures.
- Assist the LAO in ensuring proper procedures are in place for directing agency representatives and conducting VIP/visitor tours of the CEOC.
- Convene conferences and briefings.
- Coordinate with other public agencies outside of the County for mutual aid or for County support.
- Indoctrinate and train all personnel assigned to the CEOC.
- Provide guidance to the Public Information Section Chief/Public Information Officer on any information that is to be released to the media or public.
- Update the City Council, as required.
- Deactivate the CEOC, when necessary.

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○ **Carmel Emergency Operations Center (CEOC) Coordinator:**

This position will normally be the responsibility of the Police Commander.

- Function as the Chief of Staff if required.
- Ensure the operability of the CEOC.
- Provide equipment to ensure the functionality of the CEOC.
- Maintain the CEOC Staff organization.
- Ensure the readiness of the CEOC Staff to function during a disaster or major emergency.
- Train the CEOC Staff.
- Recommend CEOC activation at the appropriate level to the Emergency Services Director.
- Maintain the Emergency Operations Plan.
- Update the City Council and Emergency Services Director as required.
- Coordinate all operational area emergency services management issues with the Monterey County Office of Emergency Services/Monterey County Operational Area Emergency Operations Center (EOC) (MoCo Op Area EOC).
- Ensure the operability of WebEOC within the CEOC, and coordinate its use during an activation.

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○ **Policy Decision Group:**

- The Policy Decision Group will consist of the following:
 - Chief of Staff/Carmel-by-the-Sea Director of Public Safety or designated alternate.
 - Carmel-by-the-Sea Fire Chief or designated alternate.
 - Carmel-by-the-Sea Public Services Director or designated alternate.
 - Carmel-by-the-Sea Forester or designated alternate.
- Provide special technical expertise to the Emergency Services Director.
- Working as a team, assist the Planning Section Chief in the formulation of the Incident Action Plan (IAP) and any other plans as appropriate.
- Act as a resource and formulate and/or provide mitigation plans to the Emergency Services Director.

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○ **Liaison Officer:**

Due to City of Carmel-by-the-Sea staff limitations, the duties of this position may be filled by the Emergency Services Director, the Assistant Emergency Services Director, or the City Attorney/Legal Officer. This separate list of duties is maintained in the event that resources are sufficient to permit filling of the position by a dedicated person.

- Receive guidance on liaison activities from the Emergency Services Director.
- Coordinate interagency communication with outside governments, community and business groups, and non-profit agencies.
- Oversee all liaison activities, including coordinating outside agency representatives assigned to the CEOC and handling requests from other EOCs for City representatives.
- Establish and maintain a central location for incoming agency representatives, providing workspace and support as needed.
- Ensure that position specific guidelines, policy directives, situation reports, and a copy of the Incident Action Plan are provided to Agency Representatives upon check-in.
- In conjunction with the Emergency Services Director and Public Information Officer (PIO), provide orientation briefings for VIPs and other visitors to the CEOC.
- Coordinate VIP and visitor tours to the disaster/emergency area with affected jurisdictions.
- Ensure that all requirements are accomplished by outside agency representatives when deactivation is directed by the Emergency Services Director.

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○ **City Attorney/Legal Officer:**

This position will normally be filled by the City Attorney.

- Provide legal advice and counsel to the Emergency Services Director.
- Determine areas of legal responsibility and potential liabilities.
- Prepare proclamations, declarations, ordinances, and other legal documents as required by the Emergency Services Director and/or the City Council.
- Advise the Emergency Services Director on the legal implications of contemplated emergency actions and policies.
- Provide advice on the rules, regulations and laws for acquisition and/or control of resources, evacuation of citizens, and any other appropriate emergency actions.

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○ **Security Officer:**

Due to City of Carmel-by-the-Sea staff limitations, the duties of this position may be filled on an “as assigned” basis. This separate list of duties is maintained in the event that resources are sufficient to permit filling of the position by a dedicated person.

- Provide 24-hour security for the CEOC.
- Control personnel access to the CEOC in accordance with policies established by the Emergency Services Director.

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○ **Safety Officer:**

Due to City of Carmel-by-the-Sea staff limitations, the duties of this position may be filled on an “as assigned” basis. This separate list of duties is maintained in the event that resources are sufficient to permit filling of the position by a dedicated person.

- Coordinate assistance to City employees and their families during major emergencies or disasters.
- Act as the focal point for information for City employees and their families.
- Periodically update the Emergency Services Director.
- Ensure that all buildings and other facilities used in support of the CEOC are in a safe operating condition.
- Monitor operational procedures and activities in the CEOC to ensure they are being conducted in a safe manner considering the existing situation and conditions.
- Stop or modify all unsafe operations outside the scope of the Incident Action Plan, notifying the Emergency Services Director of actions taken.
- Receive guidance from the Emergency Services Director.
- Assist other Sections, as required.

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• **OPERATIONS SECTION:**

○ **Operations Section Chief:**

This position may be filled by a law enforcement or fire service supervisor, depending on the nature of the emergency and the availability of supervisory personnel.

- Ensure that the Operations function is carried out within the CEOC.
- Exercise overall responsibility for Operations Section activities.
- Ensure that objectives and assignments identified in the Incident Action Plan are carried out effectively.
- Establish the appropriate level of organization within the Operations Section, continuously monitoring their effectiveness and modifying accordingly.
- Provide the Planning/Intelligence Section Chief and the Situation Status Unit Leader with Operations Section status reports
- Keeps the Emergency Services Director informed of significant issues affecting the Operations Section.

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○ **Fire & Rescue Branch Director:**

Due to City of Carmel-by-the-Sea staff limitations, the duties of this position may be filled by the Operations Section Chief. This separate list of duties is maintained in the event that resources are sufficient to permit filling of the position by a dedicated person.

- Coordinate fire, air, hazardous materials, and search and rescue operations in the City.
- Complete and maintain branch status reports for major incidents requiring or potentially requiring operational area, state and federal response, and maintain status of unassigned operational area, state and federal fire & rescue resources in the operational area.
- Implement the objectives of the Incident Action Plan assigned to the Fire & Rescue Branch.
- Provide assistance in alerting local residents of an imminent hazard.
- Conduct and coordinate fire suppression and rescue operations, as required.
- Assist in mobilizing Urban Search and Rescue Teams as required.
- Provide search and rescue support, as required, to OA emergency response agencies consistent with established priorities and objectives.
- Coordinate the evacuation of personnel from all affected areas.
- Coordinate the mobilization and transportation of all resources through the Logistics Section.
- Request mutual aid in accordance with established procedures.
- Update the Operations Section Chief.
- Respond to requests for fire resources from the field in a timely manner, following established priorities (life safety, protection of the environment, and protection of property).
- Monitor and track fire resources used during the event.
- Ensure that deployed teams are provided with adequate support.
- Coordinate the deployment of all City and mutual aid fire suppression and rescue resources.
- Assume responsibility for functions and review checklists of subordinate units until these units are activated and staffed.
- Supervise the Fire Operations Unit, Air Operations Unit, the Search & Rescue Unit, and the HAZMAT Unit, if activated.

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- Provide overall supervision of the Fire & Rescue Branch.

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○ **Law Enforcement Branch Director:**

Due to City of Carmel-by-the-Sea staff limitations, the duties of this position may be filled by the Operations Section Chief. This separate list of duties is maintained in the event that resources are sufficient to permit filling of the position by a dedicated person.

- Organize the branch based on tasks and the nature of the incident or emergency.
- Ensure that subordinate operations units complete and maintain status reports for major incidents requiring or potentially requiring operational area, state and federal response, and maintains status of unassigned operational area, state and federal fire & rescue resources in the region.
- Implement the appropriate Incident Action Plan objectives for the Branch and ensure that law objectives and assignments identified in the Incident Action Plan are carried out effectively.
- Establish the appropriate level of Branch and unit staffing, continuously monitoring the effectiveness and modifying accordingly.
- Ensure that the Planning/Intelligence Section is provided with Branch Status Reports and Major Incident Reports.
- Conduct periodic Operations briefings for the Section Chief/ Branch Director or Director, as required or requested.
- Determine the need for additional resources and coordinate with Personnel.
- Update the Operations Section Chief.
- Establish and maintain communication with Law Enforcement Branch Directors at neighboring jurisdiction's EOCs, if activated.
- Monitor and track law enforcement resources used during the event.
- Provide general support to field/local personnel as required.
- Coordinate all law operations in the field.
- In coordination with the Security Officer, provide security for the CEOC.
- Assist with search and rescue operations.
- Coordinate traffic control services.
- Secure evacuated areas and prevent looting.
- Coordinate movement and evacuation operations during a disaster in county unincorporated areas.

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- Coordinate with the Public Information Section Chief to alert and notify the public of impending or existing emergencies within the City.

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○ **Construction/Engineering/Water Management Branch Director:**

Due to City of Carmel-by-the-Sea staff limitations, the duties of this position may be filled by the Operations Section Chief. This separate list of duties is maintained in the event that resources are sufficient to permit filling of the position by a dedicated person.

- Assist other sections, branches and units within the CEOC as needed with construction/engineering issues.
- Serve as the Mutual Aid Coordinator for engineering resources.
- Survey all systems and restore systems that have been disrupted, including roads, airports, storm drain systems, buildings, wastewater treatment facilities and transit facilities.
- Survey all public and private facilities, assess the damage to such facilities and coordinate the repair of damage to public facilities with the Facilities Unit Leader.
- Initiate Safety Assessment Program (SAP).
- Initiate the inspection and assessment of all roads, bridges and facilities that would affect health and safety.
- Implement the damage assessment process and assist federal and state inspection teams in their damage assessment.
- Coordinate with other sections in initiating debris clearance from county roadways and facilities.
- Coordinate activities with special districts to identify any county or special district requirements.
- Coordinate all issues related to water supply and wastewater treatment resolution.
- Supervise the Construction/Engineering Branch.

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CITY OF CARMEL-BY-THE-SEA
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○ **Health & Welfare Branch**

Due to City of Carmel-by-the-Sea staff limitations, the duties of this position may be filled by the Operations Section Chief. This separate list of duties is maintained in the event that resources are sufficient to permit filling of the position by a dedicated person.

- Function as the point-of-contact between the City, the Monterey County Health Department and its Department Operations Center (when activated), and the Regional Medical Coordinator on all matters relating to emergency health/medical operations within the City.
- Establish the appropriate level of unit activations in the Health & Welfare Branch, continuously monitoring the effectiveness and modifying accordingly.
- Conduct periodic Operations briefings for the Section Chief or Director.
- Keep the Section Chief informed on all operations.
- Determine the medical and health impact of the event on the affected population and medical and health infrastructure, and ensure information is provided to the Operations Section Chief.
- Evaluate and prioritize medical and health requests from local responders based on criteria established by the Operations Section Chief and determine appropriate response recommendations.
- Coordinate the collection, analysis, tracking, and dissemination of operational and situational data pertaining to emergency medical activities within the City.
- Coordinate the involvement of acute care medical treatment facilities in support of field emergency medical operations within the City.
- Implement the appropriate Action Plan objectives for the Health & Welfare Branch and ensure that medical and health objectives and assignments identified in the Action Plan are carried out effectively.
- Ensure that the Planning/Intelligence Section is provided with Branch Status Reports and Major Incident Reports.
- Obtain medical and health personnel, supplies and equipment through established mutual aid procedures coordinated by the RDMHC.
- Coordinate the mobilization and transportation of all resources through the Logistics Section.

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- Maintain the status of all unassigned medical and health resources within the City.
- Coordinate and manage the allocation of available disaster medical and health resources to support disaster medical and health operations in the City.
- Determine the need for additional resources and coordinate it with the Logistics Section Chief.
- Coordinate the procurement and prioritize allocation of medical mutual aid resources.
- Assist the PIO in coordination of media information and disseminating information to the staff.
- Coordinate with the Mass Care Officer at the American Red Cross Disaster Operations Center (ARC-DOC) and other volunteer agencies for the provision of food, potable water, clothing, shelter and other necessities.
- Coordinate health care issues with the Monterey County Emergency Operations Center
- Coordinate with the American Red Cross Disaster Welfare Inquiry Officer to reunite families or respond to inquiries from relatives or friends.
- Coordinate the transition plan to Individual Assistance.
- Coordinate safety and emergency needs identified by agencies within the EOC to the American Red Cross Liaison Officer.
- Coordinate with the Coroner Examiner Unit and ARC-DOC, as appropriate to facilitate next-of-kin notification.
- Inform the Operations Section Chief of any changes in status.
- Disseminate information to the staff, as required.
- Maintain communications with field personnel.
- Deploy Shelter Response Teams as required.
- Determine if a separate Social Care Unit Leader is required, and coordinate activation of the Temporary Assistance Center (TAC) if required.
- Supervise the Health & Welfare Branch.

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

- **PLANNING/INTELLIGENCE SECTION:**

- **Planning/Intelligence Section Chief:**

This position will normally be filled by the Community Planning and Building Director.

- Ensure that the responsibilities of the Planning/Intelligence Section are carried out, to include:
 - ✦ Collecting, analyzing, and displaying situation information.
 - ✦ Preparing periodic Situation Reports.
 - ✦ Facilitate the Incident Action Planning meeting/s.
 - ✦ Preparing and distributing the Incident Action Plan.
 - ✦ Conducting Advance Planning activities.
 - ✦ Providing technical support services to the CEOC Staff.
 - ✦ Documenting and maintaining files on all CEOC activities.
- Establish the appropriate level of organization for the Planning/Intelligence Section.
- Exercise overall responsibility for the coordination of unit activities within the section.
- Keeps the Emergency Services Director informed of significant issues affecting the Planning/Intelligence Section.
- In coordination with the other Section Chiefs, ensure that the Response Information Management System (RIMS) is used to maintain complete Situation Reports and to develop the Incident Action Plan.
- Supervise the Planning/Intelligence Section.

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○ **Situational Analysis Unit Leader:**

Due to City of Carmel-by-the-Sea staff limitations, the duties of this position may be filled by the Planning Section Chief. This separate list of duties is maintained in the event that resources are sufficient to permit filling of the position by a dedicated person.

- Oversee the collection, organization, and analysis of disaster situation information.
- Ensure that information collected from all sources is validated prior to posting on status boards or entering into reports or RIMS.
- Ensure that situation reports are developed for dissemination to CEOC staff and the MoCo Op Area EOC.
- Ensure that an Incident Action Plan is developed for each Operational period, based on objectives developed by each CEOC Section.
- Ensure that all maps, status boards and other displays contain current and accurate information.
- Supervise Situation Analysis Unit.

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○ **Documentation Unit Leader:**

This position will normally be filled by a member of the Library Staff. However, due to City of Carmel-by-the-Sea staff limitations, the duties of this position may be filled by the Planning Section Chief. This separate list of duties is maintained in the event that resources are sufficient to permit filling of the position by a dedicated person.

- Collect, organize and file all completed event or disaster related forms, to include: all CEOC position logs, status reports, situation reports, CEOC Incident Action Plans and any other related information, just prior to the end of each operational period.
- Provide document reproduction services to CEOC staff.
- Distribute the CEOC situation reports, CEOC Incident Action Plan, and other documents, as required.
- Maintain a permanent archive of all situation reports, logs, and Incident Action Plans associated with the event or disaster.
- Assist the CEOC Director in the preparation and distribution of the after-action report.
- Supervise the Documentation Unit.

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CITY OF CARMEL-BY-THE-SEA
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○ **Strategic/Advanced Planning Unit Leader:**

Due to City of Carmel-by-the-Sea staff limitations, the duties of this position may be filled by the Planning Section Chief. This separate list of duties is maintained in the event that resources are sufficient to permit filling of the position by a dedicated person.

- Development of an Advance Plan consisting of potential response and recovery related issues likely to occur beyond the next operational period, generally within 36 to 72 hours.
- Review all available Incident Action Plans and other significant documents. Determine potential future impacts of the event or disaster; particularly issues which might modify the overall strategic EOC objectives.
- Provide periodic briefings for the Emergency Services Director and General Staff addressing Advance Planning issues.
- Coordinate intelligence operations in support of emergency management operations to include: operational, logistical and functional.
- Update the Planning and Intelligence Section Chief.
- Supervise the Advance Planning Unit.

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○ **Damage Assessment Unit Leader:**

Due to City of Carmel-by-the-Sea staff limitations, the duties of this position may be filled by the Planning Section Chief. This separate list of duties is maintained in the event that resources are sufficient to permit filling of the position by a dedicated person.

- Collect initial damage/safety assessment information from other branches/units within the Operations Section.
- If the disaster is winter storm, flood, or earthquake related, ensure that inspection teams are available immediately to assess the condition of dams/levees impacting on the City.
- Provide detailed damage/safety assessment information to the Planning/Intelligence Section, with associated loss damage estimates.
- Maintain detailed records on damaged areas and structures.
- Coordinate mutual aid requests for engineers and/or building inspectors to inspect structures and/or facilities, to include organizing the inspectors into inspection teams upon their arrival in the City.
- Supervise the Damage/Safety Assessment Unit.

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○ **Demobilization Unit Leader:**

Due to City of Carmel-by-the-Sea staff limitations, the duties of this position may be filled by the Planning Section Chief. This separate list of duties is maintained in the event that resources are sufficient to permit filling of the position by a dedicated person.

- Develop a comprehensive plan for the demobilization of all members of the CEOC Staff.
- Coordinate with the Safety Officer to ensure that those CEOC Staff members showing signs of stress are afforded the opportunity to participate in the Critical Incident Stress Debriefing process.
- In coordination with the Documentation Unit Leader, ensure that all personnel designated for mobilization have submitted complete and accurate documentation for their actions during the CEOC activation.
- Ensure that a post-deactivation telephone contact list is maintained for all demobilized CEOC Staff members.
- Supervise the Demobilization Unit.

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○ **Technical Specialists**

These positions may be filled by agencies/organizations external to the City on an “as required” basis.

- Provide technical advice and expertise to members of the CEOC Staff.

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- **LOGISTICS SECTION:**

- **Logistics Section Chief:**

This position will normally be filled by the Assistant City Administrator.

- Ensure the Logistics function is carried out in support of the CEOC. This function includes providing communication services, resource tracking; acquiring equipment, supplies, personnel, facilities, and transportation services; as well as arranging for food, lodging, and other support services as required.
- Establish the appropriate level of unit staffing within the Logistics Section, continuously monitoring the effectiveness of the organization and modifying as required.
- Ensure section objectives as stated in the Incident Action Plan are accomplished within the operational period or within the estimated time frame.
- Establish and maintain the Resource Directory.
- Coordinate closely with the Operations Section Chief to establish priorities for resource allocation.
- Establish the appropriate level of organization within the Logistics Section, continuously monitoring their effectiveness and modifying accordingly.
- Keep the Director informed of all significant issues relating to the Logistics Section.
- Exercise overall responsibility of Logistics Section activities.
- Maintain communications with all field personnel.
- Coordinate the need for additional resources with the appropriate section chiefs.
- Disseminate information to the Staff and Public Information Section Chief, as required.
- Supervise the Logistics Section.

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○ **Communications Unit Leader:**

This position will normally be filled by the Police Services Officer assigned to IT Support. However, due to City of Carmel-by-the-Sea staff limitations, the duties of this position may be filled by the Logistics Section Chief. This separate list of duties is maintained in the event that resources are sufficient to permit filling of the position by a dedicated person.

- Installs, activates, and maintains telephone and radio systems for the CEOC.
- Assist CEOC Staff in determining appropriate numbers of telephones and other communications equipment required to facilitate operations.
- Acquire radio frequencies as necessary to facilitate operations.
- Assigns Amateur Radio Operators as needed to augment primary communications networks. Supervises RACES/ARES operations.
- Supervise the CEOC Communications Center and the Communications Unit.

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○ **Transportation Unit Leader:**

Due to City of Carmel-by-the-Sea staff limitations, the duties of this position may be filled by the Logistics Section Chief. This separate list of duties is maintained in the event that resources are sufficient to permit filling of the position by a dedicated person.

- In coordination with the Construction/Engineering Branch and Situation Analysis Unit, develop a transportation plan to support CEOC operations.
- Arrange for the acquisition or use of required transportation resources.
- Monitor transportation resource requirements.
- Supervise the Transportation Unit.

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● **Personnel/Volunteer Unit Leader:**

Due to City of Carmel-by-the-Sea staff limitations, the duties of this position may be filled by the Logistics Section Chief. This separate list of duties is maintained in the event that resources are sufficient to permit filling of the position by a dedicated person.

- Provide personnel resources as requested in support of the CEOC and field operations.
- Develop a CEOC staffing/organization chart.
- Ensure that personnel time, records, travel expense claims and other related forms are prepared and submitted to county budget and payroll office.
- Develop staffing schedules to support the CEOC.
- Enforces City personnel regulations in support of CEOC operations.
- Identify back-up and relief personnel for Branch Director, Unit Leader and Support Staff positions as requested by the CEOC Director or Section Chiefs.
- Coordinate with the Security Officer (if activated) to assist in the verification of reporting personnel.
- Coordinate activities of the Volunteer Unit, if activated.
- In coordination with the other Units and Branches in the CEOC, develop a plan to allocate volunteers to support CEOC operations.
- Identify, recruit and register volunteers as required.
- Track, record, and report all on-duty time for volunteers working during the event or disaster.
- Ensure that volunteer time-records, travel expense claims and other related forms are maintained.
- Arrange for the certification, skill identification, and work distribution of volunteer resources.
- Update the Finance/Administration Section Chief.
- Supervise the Personnel Unit.

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EMERGENCY OPERATIONS PLAN

○ **Resource Unit Leader:**

This position will normally be filled by the Administrative Coordinator or Office Assistant, as assigned. However, due to City of Carmel-by-the-Sea staff limitations, the duties of this position may be filled by the Logistics Section Chief. This separate list of duties is maintained in the event that resources are sufficient to permit filling of the position by a dedicated person.

- Establish and maintain a comprehensive database to support the Resource Directory.
- Locate, procure, store and maintain supplies and equipment, especially for shelters, staging areas and medical facilities.
- Provide water and food for the CEOC Staff, and city employees involved in field operations.
- Distribute water, food and other essential supplies.
- Arrange for essential services.
- Maintain records on all transactions and certify payment to vendors.
- Track all resources employed/ordered by the City.
- Recommend the procurement of additional resources as required.
- Recommend the release/reassignment of resources as the situation permits.
- Supervise the Supply/Procurement Unit.

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○ **Facilities Unit Leader/CEOC Facilities Manager:**

Due to City of Carmel-by-the-Sea staff limitations, the duties of this position may be filled by the Logistics Section Chief. This separate list of duties is maintained in the event that resources are sufficient to permit filling of the position by a dedicated person.

- Ensure the operability of the CEOC.
- Ensure that adequate essential facilities are provided for the response effort, including securing access to the facilities and providing staff, furniture, supplies, and materials necessary to configure the facilities in a manner adequate to accomplish the mission.
- Ensure acquired buildings, building floors, and or workspaces are returned to their original state when no longer needed.
- Supervise facilities maintenance staff to ensure facilities are maintained, including sanitation, lighting, environmental systems, structural assessment, etc.
- Monitor damage to other City buildings and facilities in coordination with the Construction/Engineering Branch and provide updates to the Situation Status Unit Leader
- Supervise the Facilities Unit.

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○ **Community Services Unit Leader:**

Under most circumstances, the duties of this position will be performed by the Carmel Area Chapter of the American Red Cross Representative. However, due to City of Carmel-by-the-Sea staff limitations, the duties of this position may be filled by the Logistics Section Chief. This separate list of duties is maintained in the event that resources are sufficient to permit filling of the position by a dedicated person.

- Coordinates the activation, operation, and staffing of shelters.
- Provides on-site community services to citizens affected by the disaster.
- Provide general support to field/local personnel as required.
- Coordinate all social care operations in the field to include establishing Local Assistance Center.
- Coordinate configuration and composition of Social Care Response Teams with the MoCo Op Area EOC.
- In coordination with volunteer and private agencies, provide social care and welfare services, provision of food, potable water, clothing, shelter and other necessities of life, on a mass-care basis, to City citizens unable to provide for themselves because of a disaster.
- Complete and maintain status reports for major incidents requiring or potentially requiring operational area, state and federal response.
- Assist the American Red Cross with inquiries and registration services to reunite families or respond to inquiries from relatives and friends.
- Assist the American Red Cross with the transition from mass care to separate family/individual housing.
- Maintain statistical data on disaster victims to facilitate assistance.
- Provide interpreter services, as required.
- Implement the appropriate Incident Action Plan objectives for the Branch.
- Ensure that Social Care objectives and assignments identified in the Incident Action Plan are carried out effectively.
- Ensure that the Planning/Intelligence Section is provided with Status Reports and operational reports.
- Conduct periodic briefings for the Logistics Section Chief or Emergency Services Director, as required or requested.

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- Determine the need for additional resources and coordinate it with the Logistics Section Chief.
- Assist the Public Information Section Chief in coordination of media information and disseminate information to the staff and Public Information Section Chief, as required.
- Establish means to address inquiries and registration services to reunite families or respond to inquiries from relatives or friends.
- Establish process for the transition from shelter to separate family/individual living.
- Coordinate activation and operation of shelters for displaced disaster victims.
- Manage the inventory and accounting of volunteer personnel and donated resources during the emergency period.
- Implement the appropriate Incident Action Plan objectives for the Branch.
- Ensure that unit objectives and assignments identified in the Incident Action Plan are carried out effectively.
- Supervise the Community Services Unit.

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CITY OF CARMEL-BY-THE-SEA
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○ **Utilities Unit Leader:**

This position will normally be filled by a member of the Public Services Department Staff. However, due to City of Carmel-by-the-Sea staff limitations, the duties of this position may be filled by the Logistics Section Chief. This separate list of duties is maintained in the event that resources are sufficient to permit filling of the position by a dedicated person.

- Coordinates all utilities related actions with utility providers.
- Acts as liaison between all utility providers and the CEOC.
- Determine which areas of the city are to have utilities restored on a priority basis.

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○ **Coroner Unit Leader:**

Due to City of Carmel-by-the-Sea staff limitations, the duties of this position may be filled by the Logistics Section Chief. This separate list of duties is maintained in the event that resources are sufficient to permit filling of the position by a dedicated person.

Coroner duties will normally be filled by the Monterey County Sheriff/Coroner's Office.

- Acts on behalf of the Monterey County Coroner in the event the Monterey County Coroner is unable to respond to an emergency in the City of Carmel-by-the-Sea.
- Maintain communications between field units, the CEOC, and the Monterey County Operational Area Emergency Operations Center.

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○ **Dispatch Manager:**

Due to City of Carmel-by-the-Sea staff limitations, the duties of this position may be filled by the Logistics Section Chief. This separate list of duties is maintained in the event that resources are sufficient to permit filling of the position by a dedicated person.

The Dispatch Manager will report to the Communications Unit Leader, if assigned. If a Communications Unit Leader is not assigned, the Dispatch Manager will report to the Logistics Section Chief.

- Provides direction and assistance to the Communications Center in the coordination of personnel and equipment as directed by the CEOC Command Staff.
- Assists the CEOC Staff with ongoing field information.

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- **FINANCE/ADMINISTRATION SECTION:**

- **Finance/Administration Section Chief:**

This position will normally be filled by the Administrative Services Director.

- Ensure the Finance/Administration function is carried out within the EOC.
- Exercise overall responsibility for Finance/Administration Section activities.
- Ensure that objectives and assignments identified in the Incident Action Plan are carried out effectively.
- Establish the appropriate level of organization within the Finance/Administration Section, continually monitoring their effectiveness and modifying accordingly.
- Ensure that an internal activity tracking number has been assigned to the disaster and distribute the number to all CEOC Staff.
- Ensure that there is a continuum of the payroll process for all City employees responding to the event or disaster.
- Determine purchase order and purchase card limits for the procurement function in the Logistics Section.
- Track estimated costs of worker's compensation claims.
- Ensure that all travel and expense claims are processed within a reasonable time, given the nature of the situation.
- Keeps the Emergency Services Director informed of all significant issues affecting the Finance/Administration Section. Work with departments and agencies to ensure that all financial records are maintained throughout the response and recovery periods.
- Ensure that all financial records are maintained throughout the event or disaster, to include audit and review.
- Ensure that all on-duty time is recorded for each person staffing the CEOC.
- Ensure that all on-duty time sheets are collected from Field Level Supervisors or Incident Commanders and their staffs, who are assigned in the county unincorporated areas.
- Ensure that workers' compensation claims, resulting from the response to the event or disaster, are processed within a reasonable time, given the nature of the situation.
- Provide administrative support to the CEOC Sections as required.

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- Activate units within the Finance/Administration Section as required; monitor section activities continuously and modify the organization as needed.
- Ensure that all recovery documentation is accurately maintained during the response and submitted on the appropriate forms to Federal Emergency Management Agency (FEMA) and/or the Governor's Office of Emergency Services.
- Supervise the Finance/Administrative Section.

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○ **Time Keeping Unit Leader:**

Due to City of Carmel-by-the-Sea staff limitations, the duties of this position may be filled by the Finance/Administration Section Chief. This separate list of duties is maintained in the event that resources are sufficient to permit filling of the position by a dedicated person.

- Track, record and report all on-duty time for personnel working during the disaster. Maintain a copy of the CEOC sign-in sheet.
- Ensure that personnel time records, travel expense claims and other related forms are prepared and submitted to the City Administrative Office
- Supervise the Time Keeping Unit.

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○ **Cost Accounting Unit Leader:**

Due to City of Carmel-by-the-Sea staff limitations, the duties of this position may be filled by the Finance/Administration Section Chief. This separate list of duties is maintained in the event that resources are sufficient to permit filling of the position by a dedicated person.

- Obtain an internal tracking number or verify the pre-set activity number for use in this disaster. Provide the Finance/Administration Section Chief with this number.
- Collect and maintain documentation of all disaster information for reimbursement from the Federal Emergency Management Agency (FEMA) through the Governor's Office of Emergency Services (GOES) and the Monterey County Office of Emergency Services.
- Coordinate fiscal recovery activities with disaster assistance agencies.
- Prepare and maintain a cumulative cost report for the disaster. Ensure the continuity of government operations during disasters.
- Supervise the Cost Accounting Unit.

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○ **Compensation & Claims Unit Leader:**

Due to City of Carmel-by-the-Sea staff limitations, the duties of this position may be filled by the Finance/Administration Section Chief. This separate list of duties is maintained in the event that resources are sufficient to permit filling of the position by a dedicated person.

- Coordinate with City departments and agencies involved in the incident to ensure they document and investigate injuries and property/equipment damage claims involving the City and arising out of the response and recovery.
- Coordinate with the Personnel/Volunteer Unit Leader and the City's Human Resources Manager to track estimated costs of worker's compensation claims.
- Supervise the Compensation & Claims Unit.

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○ **Recovery Unit Leader:**

Due to City of Carmel-by-the-Sea staff limitations, the duties of this position may be filled by the Finance/Administration Section Chief. This separate list of duties is maintained in the event that resources are sufficient to permit filling of the position by a dedicated person.

- Develop, implement, and supervise the Recovery Plan.
- Assist CEOC Staff in the transition from response operations to recovery operations.
- Coordinate resolution of section issues affecting recovery with the Emergency Services Director and Section Chiefs.
- Collect and maintain documentation of all disaster information for reimbursement from the Federal Emergency Management Agency (FEMA) and/or the Governor's Office of Emergency Services.
- Coordinate all fiscal recovery with disaster assistance agencies.
- Prepare and maintain a cumulative cost report for the event or disaster.
- Coordinate all recovery operations.
- Supervise the Recovery Unit.

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- **PUBLIC INFORMATION SECTION:**

- **Public Information Section Chief/Public Information Officer:**

- This position will normally be filled by the Library Director.**

- Serve as the coordination point for all media releases for the City of Carmel. Represent the City as the lead Public Information Officer.
 - Ensure that the public within the affected area receives complete, accurate, and consistent information about life safety procedures, public health advisories, relief and assistance programs and other vital information.
 - Coordinate media releases with Public Information Officers representing other affected emergency response agencies within the City.
 - Organize the format for press conferences, in conjunction with the Director.
 - Maintain a positive relationship with the media representatives.
 - Coordinate accurate and timely dissemination of information to the media and public.
 - Produce and release all Emergency Services Bulletins and other releases.
 - Coordinate the staffing of the Section.
 - Ensure all Unit Leaders and assigned personnel are updated on the status of all operations.
 - Receive, publish and update all weather forecasts and disseminate to all sections within the CEOC.
 - Ensure that PIO shift changeover is coordinated and effective.
 - Respond to special requests for information.
 - Ensure that information is translated to special populations.
 - Provide staffing for “rumor control” telephone bank.
 - Establish a "Disaster Hotline" with an up-to-date recorded message.
 - Supervise the Public Information Section.

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○ **Dissemination Unit Leader:**

Due to City of Carmel-by-the-Sea staff limitations, the duties of this position may be filled by the Public Information Section Chief/Public Information Officer. This separate list of duties is maintained in the event that resources are sufficient to permit filling of the position by a dedicated person.

- Serve as the coordination point for all media releases for the City of Carmel.
- Ensure that the public within the affected area receives complete, accurate, and consistent information about life safety procedures, public health advisories, relief and assistance programs, and other vital information.
- Coordinate with the Public Information Section Chief on the format for press conferences.
- Maintain a positive relationship with the media representatives.
- Coordinate accurate and timely dissemination of information to the media and public.
- Produce and release all Carmel Emergency Bulletins and other releases.
- Ensure that the Dissemination Unit shift changeover is coordinated and effective.
- Respond to special requests for information.
- Ensure that information is translated for special populations.
- Provide staffing for "rumor control" telephone bank.
- Establish a "Disaster Hotline" with an up-to-date recorded message.
- Supervise the Dissemination Unit.

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○ **Information Collection Unit Leader:**

Due to City of Carmel-by-the-Sea staff limitations, the duties of this position may be filled by the Public Information Section Chief/Public Information Officer. This separate list of duties is maintained in the event that resources are sufficient to permit filling of the position by a dedicated person.

- Serve as the focal point for gathering and confirming information.
- Maintain a positive relationship with media representatives and various information sources.
- Coordinate the timely gathering of information.
- Ensure all Section personnel are updated on the status of all operations.
- Receive, publish and update all weather reports.
- Ensure that Unit shift changeover is coordinated and effective.
- Respond to special requests for information.
- Supervise the Information Collection Unit.

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Annex B – CEOC Position Duty Checklists

General

This annex provides checklists for each CEOC position. The checklists are divided into three sections, activation, operational, and demobilization. This Annex is intended to be copied and the individual checklists used as working documents during an activation of the CEOC.

Universal Activation/Operational/Demobilization Checklists ☒

☒ **UNIVERSAL ACTIVATION CHECKLIST** ☒

The following Activation, Operational and Deactivation Phase Activities apply to all positions in the Carmel Emergency Operations Center (CEOC). Reference this and the position specific checklist in CEOC activities:

- ☐ Check in with the Personnel Unit, Logistics Section upon arrival at the CEOC.
- ☐ Report to your supervisor.
- ☐ Identify yourself by putting on your vest with your title.
- ☐ Obtain initial orientation/situation briefing from your supervisor.
- ☐ Set up your workstation, check your equipment, review your position responsibilities, and clarify any issues regarding your authority and assignment.
- ☐ Log onto WebEOC and ensure that it is operable at your workstation.
- ☐ Establish and maintain a position log that chronologically describes your actions taken during your shift.
- ☐ Determine your resource needs, such as a computer, telephone, plan copies, and other reference documents.
- ☐ Read your entire duty position checklist to include the activation checklist.
- ☐ Determine potential issues for your Section/Branch/Unit based on the nature, scope and severity of the emergency.
- ☐ If appropriate, assist with activation of the CEOC.
- ☐ Ensure all pre-designated notifications are made.
- ☐ Contact counterparts in the adjacent cities EOCs and establish lines of communication.

CITY OF CARMEL
EMERGENCY OPERATIONS PLAN

☒ **UNIVERSAL OPERATIONAL PHASE CHECKLIST** ☒

- ☐ Attend ongoing situation briefings.
- ☐ Refer all contacts with the media to the Public Information Officer.
- ☐ Ensure all pre-designated notifications are made.
- ☐ Provide input to the Incident Action Plan, implement the objectives of your Section and monitor progress.
- ☐ Report situation status and resource status to the Situation Status Unit
- ☐ Maintain accurate records on the use of personnel, equipment and material and all other expenditures.
- ☐ Ensure personnel are prepared for the possibility of continuous 24-hour operations.
- ☐ Advise your Section Chief/Branch Coordinator/Unit Leader on issues affecting recovery.
- ☐ Participate in recovery planning and operations as needed.
- ☐ Assist in reentry and recovery operations and ensure requested activities do not pose a health threat to your Section/Branch/Unit's emergency workers.
- ☐ Brief your relief at shift change, ensuring that ongoing activities are identified and follow-up requirements are known.

CITY OF CARMEL
EMERGENCY OPERATIONS PLAN

☑ UNIVERSAL DEACTIVATION CHECKLIST ☑

Upon deactivation of the Carmel Emergency Operations Center or your duty position, take the following actions:

- ☐ Demobilize when authorized by your supervisor.
- ☐ Ensure that any open actions are handled by the appropriate section or transferred to other CEOC elements as appropriate.
- ☐ Review your entire checklist and ensure all actions are completed.
- ☐ Complete all required forms, reports, and other documentation. Submit through your supervisor to the Planning/Intelligence Section prior to your departure.
- ☐ Ensure that all WebEOC work is completed and log off WebEOC.
- ☐ Clean up your work area before you leave.
- ☐ Return all borrowed or provided equipment to the lending agency prior to departure, i.e. cell phones, laptop computers, radios, etc.
- ☐ When authorized by your direct supervisor close out duty position logs, and deactivate your assigned position through the Personnel Unit.
- ☐ Participate in all debriefings and critiques of the OA emergency response. Your participation in an after-action review will be required, be prepared to provide input.
- ☐ If another person is relieving you, ensure they are thoroughly briefed before you leave your workstation.
- ☐ Leave forwarding information, including pager/cell numbers and e-mail.

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CITY OF CARMEL
EMERGENCY OPERATIONS PLAN

Positional Checklists ☒

COMMAND SECTION

• **RESPONSE CHECKLISTS FOR EMERGENCY SERVICES DIRECTOR**
(CITY ADMINISTRATOR)

☒ **CHECKLIST FOR ALL MAJOR EMERGENCIES/DISASTERS** ☒

Before an Emergency

- ☐ Prepare disaster preparedness proposals now, so that you can place them on the City Council's agenda as soon as possible after the emergency (while interest is still high).

During an Emergency - Watch Phase

- ☐ Determine appropriate level of activation based on situation as known.
☐ Mobilize appropriate personnel for the initial activation of the CEOC.
☐ Respond immediately to CEOC site and determine operational status.
☐ Ensure that the CEOC is properly set up and ready for operations.
☐ Ensure that a CEOC check-in procedure is established immediately.
☐ Ensure that a CEOC organization and staffing chart is posted and completed.
☐ Determine which sections are needed, assign Section Chiefs as appropriate and ensure they are staffing their sections as required.

- | | |
|--|--|
| ☐ Operations Section Chief | ☐ Logistics Section Chief |
| ☐ Planning/Intelligence Section Chief | ☐ Finance/Administration
Section Chief |

- ☐ Public Information Section Chief

- ☐ Ensure that telephone and/or radio communications with OA EOC are established and functioning.
☐ Schedule the initial Incident Action Planning Meeting.
☐ Confer with the staff to determine what representation is needed at the CEOC from the Operational Area and other emergency response agencies.
☐ Assign the Liaison Officer to coordinate outside agency response to the CEOC.
☐ Ensure telephone and/or radio communications with the OA EOC.
☐ Place CEOC staff on standby.
☐ Recommend to the City Council that they be on standby.
☐ Place Department Heads on standby.
☐ If required, activate the CEOC.

Activation Actions

- ☐ Determine appropriate level of activation based on situation as known.
☐ Mobilize appropriate personnel for the initial activation of the CEOC.
☐ Ensure that the CEOC is properly set up and ready for operations.
☐ Ensure that a CEOC check-in procedure is established immediately.
☐ Ensure that a CEOC organization and staffing chart is posted and completed.
☐ Notify the City Council of activation and situation.

CITY OF CARMEL
EMERGENCY OPERATIONS PLAN

- ☐ Comply with the Universal Activation and Operational Checklist.
- ☐ Brief Section Chiefs as needed:
 - ☐ Operations Section Chief ☐ Logistics Section Chief
 - ☐ Planning/Intelligence Section Chief ☐ Finance/Administrative Section Chief
 - ☐ Public Information Section Chief
- ☐ Ensure that the Section Chiefs have reviewed their checklists.
- ☐ Appoint and brief additional staff as needed:
 - ☐ Safety Officer ☐ Security Officer
 - ☐ Liaison Officer ☐ City Attorney/Legal Officer
- ☐ Ensure Security Officer, if required, reads the applicable Checklists at the end of this annex.
- ☐ Ensure effective access to RIMS (Response Information Management System).

During an Emergency - Impact or Warning Phase

- ☐ Conduct an initial briefing and then have the Planning/Intel Section Chief provide CEOC Staff with periodic situation briefings.
- ☐ Serve as key decision maker in the CEOC providing direction and coordination.
- ☐ Request the City Council proclaim the existence of a Local Emergency OR Proclaim a Local Emergency in the absence of the City Council if it is not in session and cannot be called into session.
- ☐ If necessary, request a proclamation of State of Emergency by the Governor and/or request that the Governor ask the President to issue a Presidential Declaration of Disaster.
- ☐ Ensure that the proclamation is coordinated with the OA EOC.
- ☐ Ensure coordination and communication with the OA EOC and the EOCs of neighboring jurisdictions.
- ☐ Ensure Multi/Inter-Agency Coordination between affected jurisdictions and departments takes place and is coordinated as appropriate.
- ☐ In conjunction with the Public Information Section Chief review all media releases.
- ☐ Establish strategies, priorities and policies for CEOC activities.
- ☐ Ensure a Recovery Unit Leader is appointed to the Finance/Administration Section.
- ☐ Coordinate briefings on issues affecting recovery operations with the Recovery Unit Leader and Section Chiefs.
- ☐ Ensure the CEOC transitions from emergency response to recovery and provide appropriate direction.

Operational Actions

- ☐ Monitor general staff activities to ensure that all appropriate actions are being taken.
- ☐ In conjunction with the Public Information Section, conduct news conferences and review media releases for final approval, following the established procedure for information releases and media briefings.

CITY OF CARMEL
EMERGENCY OPERATIONS PLAN

- ☐ Ensure that the Liaison Officer provides for and maintaining effective interagency coordination.
- ☐ Based on status reports, establish initial strategic objectives for the CEOC.
- ☐ In coordination with Management Staff, prepare management function objectives for the initial Incident Action Planning Meeting.
- ☐ Convene the initial Incident Action Planning meeting. Ensure that all Section Chiefs, Management Staff, and other essential agency representatives are in attendance. Ensure that appropriate Incident Action Planning procedures are followed. Ensure the meeting is facilitated appropriately by the Planning/Intelligence Section Chief .
- ☐ Once the Planning & Intelligence Section completes the Incident Action Plan, review, approve and authorize its implementation.
- ☐ Conduct periodic briefings with the general staff to ensure strategic objectives are current and appropriate.
- ☐ Conduct regular briefings for the City Council.
- ☐ Formally issue Emergency Proclamation for the City of Carmel.
- ☐ As appropriate, issue an Extension of Proclamation of Local Emergency.

After An Emergency

- ☐ Have debris cleaned up as soon as possible.
- ☐ When appropriate, issue a Proclamation of Termination of Local Emergency.
- ☐ Appoint someone to follow through with hazard mitigation.
- ☐ As soon as possible, while interest in emergency preparedness is still high, place emergency preparedness and hazard mitigation proposals on the City Council's agenda.
- ☐ Hold an After-Action Review of the emergency response effort, and establish corrective action as necessary. Ensure all aspects of the After-Action Review are documented.
- ☐ Have someone follow through with public education programs.
- ☐ Have someone recruit volunteers for longer-term preparedness projects.
- ☐ Have departments review standard operating procedures.
- ☐ Review this Plan.

Deactivation Actions

- ☐ Authorize deactivation of sections, branches, groups and units when they are no longer required.
- ☐ Notify Monterey County Operational Area EOC and other appropriate organizations of the expected planned deactivation time.
- ☐ Comply with the Universal Deactivation Checklist.

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CITY OF CARMEL
EMERGENCY OPERATIONS PLAN

☑ CHECKLIST FOR EARTHQUAKE ☑

NOTE: Use this checklist as a supplement to the basic Emergency Services Director's "Checklist for All Disasters".

- ☐ Ensure mobile survey units are dispatched to survey damage, flooding, fires or other hazards that may have been generated by an earthquake.
- ☐ Have Section Chiefs verify reports and poll field units and essential facilities to determine situations in their vicinity and ability to function.
- ☐ Have Section Chiefs protect emergency equipment from possible aftershocks.
- ☐ Advise essential personnel of results of damage survey.
- ☐ If little or no damage is reported, prepare to support more heavily damaged neighboring jurisdictions or render mutual aid as requested.
- ☐ If extensive damage is reported, take the following actions as appropriate:
 - ☐ Have Section Chiefs mobilize all emergency forces.
 - ☐ Have the Public Information Section Chief broadcast emergency self-help instructions to the public.

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CITY OF CARMEL
EMERGENCY OPERATIONS PLAN

• **RESPONSE CHECKLISTS FOR ASSISTANT EMERGENCY SERVICE
DIRECTOR (DIRECTOR OF PUBLIC SAFETY)**

☒ **CHECKLIST FOR ALL MAJOR EMERGENCIES/DISASTERS** ☒

Before an Emergency

- ☐ Train CEOP Staff and maintain appropriate levels of operational readiness.
- ☐ Ensure that telephone and/or radio communications with OA EOC are established and functioning.
- ☐ Ensure the Carmel Emergency Operations Plan (CEOP_ is current, including:
 - ☐ Communications systems.
 - ☐ Recall lists.
 - ☐ Resource list.
 - ☐ The latest legislation that affects the CEOP.
 - ☐ Non-emergency job titles.
 - ☐ Date Plan last reviewed: _____ By: _____
- ☐ Hold regular Emergency Operations Center exercises.
Date of last exercise: _____
- ☐ Ensure departments and agencies are aware of their responsibilities according to this Plan.
- ☐ Ensure the Emergency Operations Center is operationally ready, including:
 - ☐ Supplies
 - ☐ Necessary equipment.
 - ☐ Ensure equipment is secured.
- ☐ If practical, ensure an alternate Emergency Operation Center is operationally ready.

During an Emergency - Watch Phase

- ☐ Recommend appropriate level of activation based on situation as known.
 - ☐ Mobilize appropriate personnel for the initial activation of the CEOC.
 - ☐ Respond immediately to CEOC site and determine operational status.
 - ☐ Ensure that the CEOC is properly set up and ready for operations.
 - ☐ Ensure that a CEOC check-in procedure is established immediately and followed.
 - ☐ Ensure that a CEOC organization and staffing chart is posted and completed.
 - ☐ Determine which sections are needed, assign Section Chiefs as appropriate and ensure they are staffing their sections as required.
- | | |
|--|--|
| ☐ Operations Section Chief | ☐ Logistics Section Chief |
| ☐ Planning/Intelligence Section Chief | ☐ Finance/Administration
Section Chief |
| ☐ Public Information Section Chief | |

CITY OF CARMEL
EMERGENCY OPERATIONS PLAN

Activation Actions

- ☐ Comply with the Universal Activation and Operational Checklist.
- ☐ Assist the Director in determining appropriate staffing for the CEOC.
- ☐ Provide assistance and information regarding section staffing to all general staff.
- ☐ Assess the situation.
- ☐ Appoint and brief staff, as needed.
- ☐ Review this Emergency Plan.

Operational Actions

- ☐ Assist the Director and the General Staff in developing overall strategic objectives as well as section objectives for the Incident Action Plan.
- ☐ Advise the Director on procedures for enacting emergency proclamations, emergency ordinances and resolutions, and other legal requirements.
- ☐ Assist the Planning/Intelligence Section in the development, continuous updating, and execution of the Incident Action Plan.
- ☐ Provide overall procedural guidance to General Staff as required.
- ☐ Coordinate the actions/efforts of the individual Section Chiefs.
- ☐ Provide general advice and guidance to the Director, as required.
- ☐ Ensure that all notifications are made to the Coastal REOC.
- ☐ Ensure that all communications with OA emergency response agencies have been established and are maintained.
- ☐ Assist Director in preparing for and conducting briefings with the City Council, the media, and the public.
- ☐ Assist the LAO in establishing and maintaining coordination of outside agency representatives and executives not assigned to specific sections within the CEOC.
- ☐ Assist the LAO with coordination of all CEOC visits.
- ☐ Provide assistance with shift change activity as required.
- ☐ Ensure the Director of Emergency Services understands:
 - ☐ How to declare an emergency.
 - ☐ How to request mutual aid.
 - ☐ How to contact other emergency officials and other jurisdictions.
 - ☐ Emergency powers, policies and procedures.
 - ☐ What briefings he or she needs to give, and when.
- ☐ Help ensure that all overall priorities are being followed as closely as possible.
- ☐ Check with the Governor's Office of Emergency Services to see if you need to send a representative.
- ☐ Ensure that a Declaration of Local Emergency is made within 10 days of the disaster.
- ☐ Ensure that Notice of Intent and applicable support documentation are submitted for claim reimbursement within 60 days of the emergency declaration.
- ☐ Consult and collaborate with Section Chiefs.
- ☐ Attend meetings, as necessary.
- ☐ When appropriate, have the Legal Officer prepare an Extension of Proclamation of Local Emergency.

CITY OF CARMEL
EMERGENCY OPERATIONS PLAN

After an Emergency

- ☐ Tidy up the Emergency Operations Center and replenish supplies.
- ☐ Ensure that the Safety Officer arranges for debriefing and counseling of staff and volunteers, as needed.
- ☐ Assemble, check and establish files of financial records; forward copies to Finance.
- ☐ Ensure the Finance Officer knows how to obtain and follow through on disaster assistance.
- ☐ When appropriate, prepare a Proclamation of Termination of Local Emergency.
- ☐ Follow through with hazard mitigation.
- ☐ As soon as possible, while interest in emergency preparedness is still high, place emergency preparedness and hazard mitigation proposals on the City Council's agenda.
- ☐ Help with After Action Review of the emergency response effort.
- ☐ Help with public education programs.
- ☐ Recruit volunteers for longer-term preparedness projects.
- ☐ Have departments review standard operating procedures.
- ☐ Hold an After Action Review of the emergency response effort.
- ☐ Review this Plan and make changes, if necessary.
- ☐ Recommend CEOC improvements, if needed.
- ☐ Review this checklist.

Deactivation Actions

- ☐ Comply with the Universal Deactivation Checklist.
- ☐ Authorize deactivation of sections, branches, groups and units when they are no longer required.
- ☐ Notify Monterey County Operational Area EOC and other appropriate organizations of the expected planned deactivation time.

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CITY OF CARMEL
EMERGENCY OPERATIONS PLAN

• **RESPONSE CHECKLISTS FOR CARMEL EMERGENCY OPERATIONS CENTER (CEOC) COORDINATOR**

☒ **CHECKLIST FOR ALL MAJOR EMERGENCIES/DISASTERS** ☒

Before an Emergency

- ☐ Ensure the Emergency Plan is current, including:
 - ☐ Communications systems.
 - ☐ Recall lists.
 - ☐ Resource list.
 - ☐ The latest legislation that affects the Plan.
 - ☐ Non-emergency job titles.
- ☐ Date Plan last reviewed: _____ By: _____
- ☐ Hold regular Carmel Emergency Operations Center training exercises.
Date of last exercise: _____
- ☐ Ensure departments and agencies are aware of their responsibilities according to this Plan.
- ☐ Ensure the Carmel Emergency Operations Center is functional, including:
 - ☐ Supplies.
 - ☐ Necessary equipment.
 - ☐ Ensure equipment is secured.
 - ☐ If practical, ensure an alternate Emergency Operation Center is also ready.

Activation Actions

- ☐ Comply with the Universal Activation and Operational Checklist.
- ☐ Assist the Director in determining appropriate staffing for the CEOC.
- ☐ Provide assistance and information regarding section staffing to all general staff.
- ☐ Assess the situation.
- ☐ Ensure the functionality of WebEOC.
- ☐ Appoint and brief staff, as needed.
- ☐ Review this Emergency Plan.

Operational Actions

- ☐ Assist the Director and the General Staff in developing overall strategic objectives as well as section objectives for the Incident Action Plan.
- ☐ Advise the Director on procedures for enacting emergency proclamations, emergency ordinances and resolutions, and other legal requirements.
- ☐ Assist the Planning/Intelligence Section in the development, continuous updating, and execution of the Action Plan.
- ☐ Provide overall procedural guidance to General Staff as required.
- ☐ Provide general advice and guidance to the Director, as required.
- ☐ Ensure that all notifications are made to the MoCo Op Area EOC.
- ☐ Ensure that all communications with neighboring jurisdictions/agencies have been established and are maintained.
- ☐ Assist Director in preparing for and conducting briefings with Management Staff, the City Council, the media, and the public.

CITY OF CARMEL
EMERGENCY OPERATIONS PLAN

- ☐ Assist the Director and Liaison Officer in establishing and maintaining an Inter-agency Coordination Group comprised of outside agency representatives and executives not assigned to specific sections within the CEOC.
- ☐ Assist the Liaison Officer with coordination of all CEOC visits.
- ☐ Provide assistance with shift change activity as required.
- ☐ Ensure the Emergency Services Director understands:
 - ☐ How to declare an emergency.
 - ☐ How to request mutual aid.
 - ☐ How to contact other emergency officials.
 - ☐ Emergency powers, policies and procedures.
 - ☐ What briefings he or she needs to give, and when.
- ☐ Help ensure that all overall priorities are being followed as closely as possible.
- ☐ Check with the MoCo Op Area EOC to determine if you need to provide a representative.
- ☐ Ensure that a Declaration of Local Emergency is made within 10 days of the disaster.
- ☐ Ensure that Notice of Intent and applicable support documentation are submitted for claim reimbursement within 60 days of the emergency declaration.
- ☐ Consult and collaborate with Section Chiefs.
- ☐ Provide operational assistance to facilitate the use of WebEOC, as necessary.
- ☐ Attend meetings, as necessary.
- ☐ When appropriate, prepare an Extension of Proclamation of Local Emergency.

After an Emergency

- ☐ Recommend lower levels of activation or deactivation to the Emergency Services Director.

Deactivation Actions

- ☐ Comply with the Universal Deactivation Checklist.
- ☐ Tidy up the Carmel Emergency Operations Center and replenish supplies.
- ☐ Ensure that the Safety Officer arranges debriefing and counseling of staff and volunteers, as needed, including critical stress debriefing.
- ☐ Assemble, check and establish files of financial records; forward copies to Finance/Administration Section Chief.
- ☐ Ensure the Finance Officer knows how to obtain and follow through on disaster assistance.
- ☐ When appropriate, prepare a Proclamation of Termination of Local Emergency.
- ☐ Follow through with hazard mitigation.
- ☐ As soon as possible, while interest in emergency preparedness is still high:
 - ☐ Place emergency preparedness and hazard mitigation proposals on the City Council's agenda.
 - ☐ Help with After Action Review of the emergency response effort.
 - ☐ Help with public education programs.
 - ☐ Recruit volunteers for longer-term preparedness projects.
- ☐ Have departments review standard operating procedures.
- ☐ Hold an After-Action Review of the emergency recovery effort.

CITY OF CARMEL
EMERGENCY OPERATIONS PLAN

- ☐ Review the Plan and make changes, if necessary.
- ☐ Recommend Carmel Emergency Operations Center improvements, if needed.
- ☐ Review this checklist for completeness and additions/revisions.

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CITY OF CARMEL
EMERGENCY OPERATIONS PLAN

RESPONSE CHECKLISTS FOR LIAISON OFFICER

☑ CHECKLIST FOR ALL MAJOR EMERGENCIES/DISASTERS ☑

Activation Actions

- ☐ Comply with the Universal Activation and Operational Checklist.

Operational Actions

- ☐ Assess the need for and coordinate, if requested, liaisons from outside agencies to the CEOC.
- ☐ Receive and process requests for representatives from the CEOC to the OA EOC and from the COASTAL REOC in coordination with the Operations Section.
- ☐ Provide position specific guidelines, policy directives, initial briefings and copies of relevant documents to Agency Representatives upon check-in.
- ☐ Provide situation status information and response activity information to the agency representatives at the CEOC.
- ☐ Escort, provide orientation briefings for and requested information to VIPs and other visitors to the CEOC, as requested by the Public Information Section Chief or the Emergency Services Director.
- ☐ Arrange tours/site visits of the disaster/emergency area as appropriate for VIPs and warranted visitors with affected jurisdictions.
- ☐ Obtain assistance for your position through the Personnel Unit, as required.
- ☐ Contact Agency Representatives already on-site, ensuring that they:
- ☐ Have signed into the CEOC,
 - ☐ Understand their assigned functions,
 - ☐ Know their work locations, and
 - ☐ Understand CEOC organization and floor plan.
- ☐ Determine if additional agency representation is required from:
- ☐ Other agencies,
 - ☐ Volunteer organizations,
 - ☐ Private organizations, and/or
 - ☐ Utilities not already represented.
- ☐ Assist the Director in conducting regular briefings for the Interagency Coordination Group and with distribution of the current Incident Action Plan and Situation Report.
- ☐ Request that Agency Representatives maintain communications with their agencies and obtain situation status reports regularly.
- ☐ With the approval of the Director, provide agency representatives from the CEOC to other EOCs as required and requested.
- ☐ Maintain a roster of agency representatives located at the CEOC. Roster should include assignment within the CEOC (Section or Interagency Coordination Group).
- ☐ Distribute agency representative roster internally once per operational period, or more often if required.

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CITY OF CARMEL
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After an Emergency

- ☐ When ordered, secure operations and replenish supplies.
- ☐ Be prepared to provide input to the After Action Report.
- ☐ Forward all reports to the Documentation Unit, Planning/Intelligence Section.

Deactivation Actions

- ☐ Comply with the Universal Deactivation Checklist.

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CITY OF CARMEL
EMERGENCY OPERATIONS PLAN

• **RESPONSE CHECKLISTS FOR CITY ATTORNEY/LEGAL OFFICER**

☒ **CHECKLIST FOR ALL MAJOR EMERGENCIES/DISASTERS** ☒

Before an Emergency

- ☐ Identify sources of potential liability.
- ☐ Ensure all required legal documents are available in the CEOC.
- ☐ Ensure City emergency ordinances are current with regard to roles, titles, etc.

Activation Actions

- ☐ Comply with the Universal Activation and Operational Checklist.

Operational Actions

- ☐ Assess the situation.
- ☐ Appoint and brief staff, as needed.
- ☐ Ensure that a Declaration of Local Emergency is made within 10 days of the disaster.
- ☐ Work with the Director and Finance/Admin Section to ensure that application for financial aid is made within 60 days of the emergency declaration.
- ☐ Consult and collaborate with Section Chiefs.
- ☐ Establish areas of legal responsibility and/or potential liabilities.
- ☐ Attend meetings, as necessary.

After an Emergency

- ☐ Work with the Emergency Services Director and the Public Information Section Chief/Dissemination Unit Leader to prevent the release of sensitive information to the media or public.
- ☐ Be prepared to provide input to the After-Action Report.
- ☐ Provide legal justification for mitigation measures.

Deactivation Actions

- ☐ Comply with the Universal Deactivation Checklist.

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CITY OF CARMEL
EMERGENCY OPERATIONS PLAN

• **RESPONSE CHECKLISTS FOR SECURITY OFFICER (IF ACTIVATED)**

☒ **CHECKLIST FOR ALL MAJOR EMERGENCIES/DISASTERS** ☒

Activation Actions

- ☐ Comply with the Universal Activation and Operational Checklist.
- ☐ Report to and obtain initial situation briefing from the Deputy Director of Emergency Services.
- ☐ Determine operating location and set up as necessary.

Operational Actions

- ☐ Comply with the Universal Activation and Operational Checklist.
- ☐ Provide advice and guidance to the Emergency Services Director on site security matters.
- ☐ Coordinate with the Section Chiefs (or Personnel Unit, if activated) the verification of personnel requesting admittance to the CEOC as necessary.
- ☐ Ensure that all non-CEOC Staff members are escorted, coordinate escorts with the Emergency Services Director, Liaison Officer or Public Information Section Chief.
- ☐ Coordinate support staff to ensure that all facilities, including parking areas, used in support of the CEOC and emergency operations are safe and secure.
- ☐ Monitor all CEOC and related facility activities to ensure that there are no outside threats to the facilities and personnel.
- ☐ Evaluate conditions and advise the Emergency Services Director of any conditions and/or actions which might compromise the security of the facility and emergency personnel.
- ☐ Determine the current CEOC security requirements and arrange for appropriate staffing.
- ☐ Determine needs for special access to CEOC facilities.
- ☐ Provide executive and VIP security as appropriate and required.
- ☐ Prepare and present security briefings for the Director and General Staff at appropriate meetings.

After an Emergency

- ☐ Complete all required forms, claims, reports, and other documents. All forms should be submitted to the Planning/Intelligence Section, as appropriate, prior to your departure.
- ☐ Be prepared to provide input to the After-Action Report.
- ☐ If another person is relieving you, ensure they are thoroughly briefed before you leave your workstation.
- ☐ Clean up your work area before you leave.
- ☐ Leave a forwarding telephone number where you can be reached.

Deactivation Actions

- ☐ Comply with the Universal Deactivation Checklist.

CITY OF CARMEL
EMERGENCY OPERATIONS PLAN

• **RESPONSE CHECKLISTS FOR SAFETY OFFICER (IF ACTIVATED)**

☒ **CHECKLIST FOR ALL MAJOR EMERGENCIES/DISASTERS** ☒

Before an Emergency

- ☐ Ensure recall lists are current.

Activation Actions

- ☐ Comply with the Universal Activation and Operational Checklist.

Operational Actions

- ☐ Give special attention to high-risk individuals.
- ☐ Provide information and referral services for CEOC Staff (as victims or workers).
- ☐ Review overall status of CEOC Staff periodically during the operations period and take corrective measures as required.
- ☐ Keep the Director aware of the morale and welfare of CEOC Staff.
- ☐ Keep Director informed on status of CEOC Staff, and critical family member considerations.
- ☐ Provide the Operations Section Chief and the Planning/Intelligence Section Chief with an overall summary of human service's operations periodically during the operations period or as requested!
- ☐ Tour the entire CEOC facility and evaluate conditions; advise the Director of any conditions and actions that might result in liability, e.g., oversights, improper response actions, etc.
- ☐ Inspect the CEOC facility and document the locations of all fire extinguishers, emergency pull stations, and evacuation routes and exits.
- ☐ Be familiar with particularly hazardous conditions in the facility; take corrective action as required.
- ☐ Prepare and present safety briefings for the Director and General Staff at appropriate meetings.
- ☐ If the event that caused activation was an earthquake, provide guidance regarding actions to be taken in preparation for aftershocks and evacuations.
- ☐ Ensure that the CEOC facility is free from any environmental threats - e.g., radiation exposure, air purity, water portability, etc.
- ☐ Keep the Director advised of unsafe conditions, act when necessary.
- ☐ Coordinate with the Finance/Administration Section in preparing any personnel injury reports or records necessary for proper case evaluation and closure.

After an Emergency

- ☐ Complete all required forms, claims, reports, and other documents. All forms should be submitted to the Planning/Intelligence Section, as appropriate, prior to your departure.
- ☐ Be prepared to provide input to the After-Action Report.
- ☐ If another person is relieving you, ensure they are thoroughly briefed before you leave your workstation.
- ☐ Clean up your work area before you leave.

CITY OF CARMEL
EMERGENCY OPERATIONS PLAN

- ☐ Leave a forwarding telephone number where you can be reached.

Deactivation Actions

- ☐ Comply with the Universal Deactivation Checklist.

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CITY OF CARMEL
EMERGENCY OPERATIONS PLAN

Positional Checklists ☒

OPERATIONS SECTION

• **RESPONSE CHECKLISTS FOR OPERATIONS SECTION CHIEF**

☒ **CHECKLIST FOR ALL MAJOR EMERGENCIES/DISASTERS** ☒

Before an Emergency

- ☐ Estimate emergency staffing levels.
- ☐ Ensure the "before" checklist items are updated in all the Operations Section annexes.
- ☐ Ensure call-up lists are up to date.

During an Emergency/Activation Actions

- ☐ Comply with the Universal Activation and Operational Checklist.
- ☐ Report to and obtain initial situation briefing from the Director.
- ☐ Based on the situation as known or forecast, assess Operations Section needs and plan for the activation of the section.
- ☐ Ensure that the Operations Section is set up properly and that appropriate personnel, equipment and supplies are in place.
- ☐ Coordinate with the Liaison Officer regarding the need for agency representatives within the Operations Section.
- ☐ Obtain a current communications status briefing from the Logistics Section. Ensure that there is adequate equipment and frequencies available for the Operations Section.
- ☐ Contact RACES and request that they activate. Additional RACES resources may be coordinated through the Logistics Section, Communications Unit.
- ☐ Determine activation status of other neighboring EOCs and establish communication links with their Operations Sections.
- ☐ Identify key issues currently affecting the Operations Section; meet with Section personnel and determine appropriate section objectives for the first operational period.
- ☐ Activate organizational elements and functions within the section, staff as appropriate and designate coordinators/leaders for each element.
- ☐ Ensure the section is properly staffed for 24-hour operations. Continuously monitor the effectiveness of the section and make changes as required:
 - ☐ Fire & Rescue Branch
 - ☐ Law Enforcement Branch
 - ☐ Construction/Engineering Branch

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CITY OF CARMEL
EMERGENCY OPERATIONS PLAN

Operational Actions

- ☐ Provide input to the Incident Action Plan, implement the objectives of the Operations Section and monitor progress.
- ☐ Ensure that the operations function, operational objectives and assignments are carried out effectively, including coordination between response agencies.
- ☐ Ensure situation status information collected by Operations Section personnel is given to the Situation Analysis Unit Leader.
- ☐ Coordinate, as necessary, with the Monterey County Operational Area Emergency Operations Center's (MoCo Op Area EOC's) Operations Section Chief, if activated.
- ☐ Ensure that all section personnel maintain their individual position logs.
- ☐ Collect, track, monitor and facilitate CEOC requests for assistance.
- ☐ Coordinate requests for non-fire and non-law mutual aid or other outside assistance with the Logistics Section in accordance with existing agreements or policies.
- ☐ Determine the need for representation or participation of mutual aid system resource representatives and decide for including such representatives at the CEOC.
- ☐ Keep the Director informed of the situation, effectiveness of operations and special conditions or activities.
- ☐ Coordinate with the Health & Welfare Branch Director and/or Safety Officer to communicate health advisory information to all CEOC Staff.
- ☐ Ensure that all media contacts are referred to the Public Information Section Chief.
- ☐ Ensure that all fiscal and administrative requirements are completed and coordinated through the Finance/Administration Section.
- ☐ Advise the Emergency Services Director and Recovery Unit on Operational issues regarding recovery.

After an Emergency

- ☐ Ensure first responders under your authority participate in a debriefing.
- ☐ Ensure all level supervisors complete their "after" or deactivation checklists.
- ☐ Poll your supervisors for suggestions on how to improve emergency operations.
- ☐ Assemble and check financial records; forward to Finance/Administration Section.
- ☐ Identify response deficiencies.
- ☐ Correct response deficiencies where possible.

Deactivation Actions

- ☐ Comply with the Universal Deactivation Checklist.
- ☐ Authorize the demobilization of organizational elements within the Operations Section when they are no longer required.

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CITY OF CARMEL
EMERGENCY OPERATIONS PLAN

CHECKLIST FOR EARTHQUAKE

NOTE: (There is no set order to these checklist items.)

- ☐ Verify reports; poll field units and essential facilities to determine situation in their area and their ability to function.
- ☐ If little or no damage is reported, prepare to support more heavily damaged jurisdiction.
- ☐ Protect emergency equipment from possible aftershock.
- ☐ Ensure that rescue operations of trapped people are underway.
- ☐ Have Construction/Engineering Operations Branch clear routes as needed.

CHECKLIST FOR HAZARDOUS MATERIALS INCIDENTS

NOTE: (There is no set order to these checklist items.)

- ☐ Activate the HAZMAT Ops Unit, if required.
- ☐ Review the Monterey County Hazardous Materials Plan.
- ☐ Ensure that the Hazardous Materials Response Unit(s) are dispatched to scene.
- ☐ Obtain estimates of area that may be affected by release of the hazardous material.
- ☐ Determine if evacuation is necessary.
- ☐ Coordinate activities of private hazardous materials clean-up companies.

CHECKLIST FOR FLOODING

NOTE: (There is no set order to these checklist items.)

Watch Phase: Flooding Expected

- ☐ Initiate sandbagging, levee reinforcement and flood fighting activities.
- ☐ Direct agencies to stockpile additional sandbags, shovels and other needed resources.
- ☐ Place emergency services on standby.
- ☐ Move emergency vehicles from facilities in areas subject to immediate flooding.
- ☐ If flood appears imminent, have Law Enforcement Branch warn and evacuate potential inundation area.

Warning Phase: Flooding Occurs

- ☐ Have Law Enforcement Branch activate evacuation protocols.
- ☐ Activate search and rescue teams.
- ☐ As necessary, direct the placement of sandbags.
- ☐ Alert Health & Welfare Branch to plan for reception areas and shelters as necessary to support evacuees.

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CITY OF CARMEL
EMERGENCY OPERATIONS PLAN

Warning Phase:

- ☐ Work with Situation Analysis Unit to determine evacuation areas.
- ☐ Have Law Operations Branch search the evacuated area to ensure that people have received warning.
- ☐ Provide assistance in the evacuation of institutionalized persons and/or vulnerable populations from the threatened area.
- ☐ Request emergency medical resources be put on standby.

CHECKLIST FOR FIRES

NOTE: (There is no set order to these checklist items.)

- ☐ Ensure adequate fire personnel staffing of CEOC.
- ☐ Ask the Planning and Intelligence Section to determine perimeters of fire and projected containment, control and extinguishment.
- ☐ Ask the on-scene Incident Commander if mutual aid is needed.
- ☐ Have the Fire & Rescue Branch alert adjacent city fire supervisors of situation and place on stand-by as needed.
- ☐ Have Law Enforcement Branch activate evacuation protocols, as required.
- ☐ Alert Health & Welfare Branch to plan for reception areas and shelters as necessary to support evacuees.

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CITY OF CARMEL
EMERGENCY OPERATIONS PLAN

• **RESPONSE CHECKLISTS FOR FIRE & RESCUE BRANCH DIRECTOR**

☒ **CHECKLIST FOR ALL MAJOR EMERGENCIES/DISASTERS** ☒

Before an Emergency

- ☐ Keep training current.

During an Emergency/Activation Actions- Watch

Phase

- ☐ Comply with the Universal Activation and Operational Checklist.
- ☐ Based on the situation, activate the necessary Units within the Fire & Rescue Branch:
- | | |
|---|--|
| ☐ Fire Operations Unit | ☐ Hazmat Unit |
| ☐ Search & Rescue Unit | ☐ Air Operations Unit |
- ☐ Task organize the Branch to support the mission.
- ☐ Based on the situation, recommend to the Section Chief if any of the subordinate units should be elevated to Branch level.
- ☐ If the mutual aid system is activated, provide assistance to the OA Fire & Rescue Mutual Aid Coordinator, in coordinating and acquiring mutual aid resources.
- ☐ Prepare and submit a preliminary branch status report and major incident reports as appropriate to the Operations Section Chief.
- ☐ Prepare objectives for the Fire & Rescue Branch; provide them to the Operations Section Chief prior to the first Incident Action Planning Meeting.
- ☐ Read this entire checklist.

Operational Actions

- ☐ Ensure that Branch (and Unit, if activated) position logs and other files are maintained.
- ☐ Maintain status on Fire & Rescue missions being conducted.
- ☐ Provide the Operations Section Chief and the Planning/Intelligence Section with an overall summary of fire and rescue operations periodically or as requested during the operational period.
- ☐ On a regular basis, complete and maintain the Fire Operations Status Report.
- ☐ Refer all contacts with the media to the Public Information Section Chief.
- ☐ Ensure that fire, hazardous material, and search and rescue resources are channeled through the mutual aid coordinators.
- ☐ Receive and process non-fire resource requests from the field.
- ☐ Ensure that fiscal and administrative requirements are coordinated through the Finance/Administration Section (notification of any emergency expenditures and daily time sheets).
- ☐ Prepare objectives for the Fire & Rescue Branch for the subsequent operations period; provide them to the Operations Section Chief prior to the end of the shift and the next Incident Action Planning Meeting.
- ☐ Provide your relief with a briefing at shift change; inform him/her of all on going activities, branch objectives for the next operational period, and any other pertinent information.
- ☐ Place available public and private search and rescue resources on standby.

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- ☐ Work with Law Enforcement Branch to warn and evacuate the public.
- ☐ Relocate fire equipment to safe area.
- ☐ Establish communications links with law enforcement to warn and evacuate the public.
- ☐ Assist in evacuation of non-ambulatory persons.
- ☐ Coordinate with facility operators to prevent any hazardous materials release.
- ☐ Determine personnel needs and requirements.
- ☐ Recruit additional personnel as needed.
- ☐ Establish resource assembly points.
- ☐ Coordinate with the CEOC Logistics Section for emergency generators and other needed items.

During an Emergency - Warning or Impact Phase

- ☐ Help with evacuation.
- ☐ Help alert and notify the public.
- ☐ Check with on-scene Incident Commander to determine existing or potential rescue requirements.
- ☐ Ensure that adequate resources are on scene.
- ☐ Report conditions, needs, observations, resource status and progress to Operations Section Chief.
- ☐ Determine the condition of critical facilities (such as schools, public assembly buildings, high rise buildings, etc.) where life safety is a primary concern.
- ☐ Determine the condition of pre-designated locations where hazardous chemicals, flammable substances and explosives are stored or used.
- ☐ Check communications to ensure dispatching and reporting systems are operating and provide alternate communications, if necessary.
- ☐ Determine if the fire fighting water system is working.
- ☐ Keep other emergency forces informed of areas threatened by fire.
- ☐ Work with the Construction/Engineering Branch Director to clear debris from roads.
- ☐ Check with Situation Analysis Unit for a weather forecast.
- ☐ Organize rescue teams.
- ☐ Organize and direct rescue of trapped persons.
- ☐ Protect or save lives; protect property if practical.
- ☐ Work with the CEOC Coordinator to obtain needed tools, equipment, fuel, food, clothing and personal items.
- ☐ Work with Personnel Unit to ensure that relief crews and mechanics are provided as necessary.
- ☐ Keep Situation Analysis updated.
- ☐ Coordinate with Law Enforcement Branch to keep the public as far from the scene as reasonably possible.
- ☐ Call for equipment needed for debris clearance and heavy-duty rescue operations.
- ☐ Work with the Health & Welfare Branch regarding shelter locations.
- ☐ Work with Law Enforcement Branch to establish access controls to damaged areas.
- ☐ Help people get to safe areas.

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- ☐ If necessary, shut off utilities at the scene.
- ☐ Coordinate with the Construction/Engineering Branch to provide assistance in the removal of persons trapped in damaged and/or unstable structures.
- ☐ Coordinate with the Coroner on the collection of bodies.
- ☐ Request heavy rescue mutual aid assistance as needed and available.
- ☐ Request assistance from the Monterey County Operational Area EOC as required.
- ☐ Ensure an orderly de-escalation of the emergency after the situation is controlled.

After an Emergency/Deactivation Actions

- ☐ Comply with the Universal Deactivation Checklist.

CHECKLIST FOR FLOODING

- ☐ Check the Inundation Maps of areas adjacent to the City of Carmel-By-The-Sea to verify evacuation needs and if transportation routes are inundated.
- ☐ Be prepared to assist in warning areas not yet flooded by providing mutual aid as requested.
- ☐ Assist with flood fighting activities as requested.
- ☐ Dispatch teams search flooded areas for trapped persons as requested.
- ☐ Expand search and rescue activities as flood stage diminishes as requested.

CHECKLIST FOR TERRORIST INCIDENT

NOTE: Use this checklist as a supplement to the basic Fire Operations "Checklist for All Disasters".

- ☐ Maintain incident site safety.
- ☐ Plan for decontamination victims/rescuers (in consultation with the Monterey County Health Department).
- ☐ Activate, or request activation of, search and rescue teams, as needed.
- ☐ Provide communications and other logistical supplies, as needed.
- ☐ Assist building inspectors in performing fire safety inspections at facilities designated as shelters.
- ☐ Provide trained personnel to inspect damaged buildings before occupancy, after repairs have been done.
- ☐ Notify the Construction/Engineering Branch of the gas valves turned off so that the return of gas service can be coordinated.
- ☐ Request activation of Radiological Monitoring Teams, as needed.
- ☐ Coordinate the fire department's role in providing emergency medical services, if appropriate.
- ☐ Report disaster-related damage information to the Planning Section Chief.
- ☐ Assist in traffic control by providing personnel to direct traffic at certain intersections, as requested by law enforcement organizations.
- ☐ Assist in warning the population, in coordination with the Public Information Officer.
- ☐ Determine the locations of the different staging areas. Notify appropriate CEOC staff of their locations.
- ☐ Keep emergency service organizations informed of existing dangers associated with the incident.

CITY OF CARMEL
EMERGENCY OPERATIONS PLAN

• **RESPONSE CHECKLISTS FOR LAW ENFORCEMENT BRANCH DIRECTOR**

☒ **CHECKLIST FOR ALL MAJOR EMERGENCIES/DISASTERS** ☒

Before an Emergency

- ☐ Estimate emergency staffing levels.
- ☐ Develop access control policies, procedures and forms.

During an Emergency/Activation Actions-Watch

Phase

- ☐ Comply with the Universal Activation and Operational Checklist.
- ☐ Based on the situation, activate the necessary Units within the Branch
 - ☐ Movement Unit
 - ☐ Other As Required:
- ☐ Establish phone and e-mail communications with the Monterey County Operational Area Emergency Operations Center (MoCo Op Area EOC).

Operational Actions

- ☐ Maintain situational awareness of Law Enforcement operations being conducted in support of the incident.
- ☐ Provide the Operations Section Chief with an overall summary of Law Enforcement Branch operations periodically or as requested during the operational period.
- ☐ Obtain damage information, particularly at pre-designated key facilities and estimate the affected area(s). Coordinate with the Construction/Engineering and Fire & Rescue Branch Directors on survey areas.
- ☐ If required, request the mobilization, deployment and organization of law enforcement and traffic control mutual aid operations.
- ☐ Provide security for evacuated areas, key facilities, resources and supplies as required.
- ☐ Provide support for the control of vehicular traffic and pedestrian movement.
- ☐ Provide support for increased security in potential high crime areas and at essential facilities, as requested.
- ☐ Ensure a traffic control and evacuation plan is developed in conjunction with the California Highway Patrol, the Monterey County Sheriff, CALTRANS and other neighboring jurisdiction's Law Enforcement agencies.
- ☐ Implement perimeter and traffic control as required. Request barricades and related items from the Construction/Engineering Branch.
- ☐ Ensure that requested law enforcement and traffic control personnel are dispatched to all traffic control points.
- ☐ Provide information to the Public Information Officer, through the Operations Section Chief, on matters relative to public safety.
- ☐ If protective actions are implemented, ensure all personnel in the affected area are advised and take all necessary actions.
- ☐ Ensure that transportation resources are being prepared for deployment to the affected area, if necessary, through the Logistics Section.

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- ☐ If the affected area is evacuated, ensure all personnel are notified and provide support for any necessary traffic control measures.
- ☐ If a curfew is to be imposed, prepare instructions and curfew order, submit to the Operations Section Chief to secure Policy Group approval. Issue instructions to all Law Enforcement personnel as directed. Coordinate release of curfew order with the Public Information Section Chief.
- ☐ Provide security forces for the CEOC and staging areas in coordination with the Security Officer.
- ☐ If mass care facilities have been opened, coordinate with the Health & Welfare Branch Director and the Security Officer to ensure security is provided for these facilities.
- ☐ Develop reentry traffic control and law enforcement plans and implement once reentry into the affected area has been authorized.
- ☐ Assist in reentry and recovery operations and ensure requested activities do not pose a health threat to emergency workers.
- ☐ Establish and maintain radio or cell-phone communication with the Police Department.
- ☐ Based on the initial CEOC strategic objectives, prepare objectives for the Law Enforcement Branch and provide them to the Operations Section Chief prior to the first Incident Action Planning meeting.
- ☐ Ensure that Branch (and Units, if activated) position logs and other files are maintained.
- ☐ Provide the Operations Section Chief and the Planning/Intelligence Section with an overall summary of Branch operations periodically or as requested during the operational period.
- ☐ On a regular basis, complete and maintain the Branch Status Reports.
- ☐ Refer all contacts with the media to the Public Information Section.
- ☐ Ensure that fiscal and administrative requirements are coordinated through the Finance/Administration Section (notification of any emergency expenditures and daily time sheets).
- ☐ Provide your relief with a briefing at shift change, informing him/her of all ongoing activities, branch objectives for the next operational period, and any other pertinent information.
- ☐ Obtain regular status reports on the law enforcement situation from the Department Operations Centers and/or law enforcement elements at the field level.
- ☐ In conjunction with Planning/Intelligence, determine if current and forecasted weather conditions will affect law enforcement operations.

Deactivation Actions

- ☐ Comply with the Universal Deactivation Checklist.

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CITY OF CARMEL
EMERGENCY OPERATIONS PLAN

• **RESPONSE CHECKLISTS FOR CONSTRUCTION/ENGINEERING/WATER MANAGEMENT BRANCH DIRECTOR**

☒ **CHECKLIST FOR ALL MAJOR EMERGENCIES/DISASTERS** ☒

Before an Emergency

- ☐ Identify vulnerable facilities.
- ☐ Establish priorities for renovating or relocating vulnerable facilities.
- ☐ Identify sources of structural engineers and heavy equipment.
- ☐ Develop a policy for what level of inspection will be required before a facility is allowed to be used.
- ☐ Store a supply of "Dangerous - Keep Out" signs in English and Spanish.
- ☐ Maintain a supply of road closure barricades.

During An Emergency/Activation Actions

- ☐ Comply with the Universal Activation and Operational Checklist.
- ☐ Establish and maintain contact with the Carmel Public Works Department Operations Center, if activated.

Operational Actions

- ☐ Maintain status on all Public Works/Construction/Engineering/Water activities being conducted within the City.
- ☐ Provide input to the Incident Action Plan, implement the objectives of the Operations Section and monitor progress.
- ☐ Coordinate with the owner of facilities/structures within the City to determine the status of:
 - ☐ Transportation Routes and Streets.
 - ☐ Water Distribution and Sewage Facilities/Systems.
 - ☐ Parks.
- ☐ Coordinate with the Facilities Unit Leader to determine the status of City buildings.
- ☐ Ensure that damage and safety assessments are being carried out for all facilities under the City's jurisdiction, in coordination with the Facilities Unit Leader and Safety Officer.
- ☐ Determine and document the status of transportation routes into and within the affected areas in coordination with the Transportation Unit Leader.
- ☐ Coordinate road closure/openings issues with the Law Enforcement Branch.
- ☐ Determine if local resources are adequate to deal with the emergency. If necessary, request additional assistance through the Logistics Section.
- ☐ Coordinate with CEOC elements, the Public Works DOC, and other appropriate public agencies to secure resources for:
 - ☐ Emergency debris removal.
 - ☐ Inspection and demolition of structures deemed to be an imminent hazard.
 - ☐ Determining the safety of public shelters and reception and care centers.
 - ☐ Determining the safety of evacuation routes.
- ☐ Work with the Logistics Section to secure other resources as necessary.

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- ☐ Coordinate with utility companies on status assessment and restoration of vital services.
- ☐ Coordinate with the source, location and availability of heavy equipment, construction materials and vehicles.
- ☐ Coordinate the provision of resources to assist in preliminary damage assessments, reentry and recovery operations, as appropriate.
- ☐ Provide the Operations Section Chief and Planning/Intelligence Section Chief with an overall summary of Branch operations periodically during the operational period or as requested.
- ☐ Activate public, contractual, and volunteer forces as required.
- ☐ Work with the Purchasing Unit Leader to obtain and allocate material required to support emergency operations.
- ☐ Ensure all status reports are completed.
- ☐ As requested, direct construction and engineering staff to provide flood fighting assistance, clear debris from roadways and water ways, assist with utility restoration, and build temporary emergency structures, as required.
- ☐ Work closely with the Logistics Section to provide support and material, as required.
- ☐ Keep the Operations Section Chief informed of the inspection and engineering assessment status.
- ☐ Refer all contacts with the media to the Public Information Section Chief.

After an Emergency

- ☐ Repair damage.
- ☐ Clean up debris and restore neighborhoods to their original appearance as soon as possible.
- ☐ Invite citizen involvement if substantial changes or historic buildings are involved in the rebuilding process.
- ☐ Relocate facilities that proved to be in a bad location.
- ☐ Take other mitigation measures as needed.
- ☐ Document and photograph all aspects of your work.
- ☐ Assemble and check financial records; forward to Finance/Administration Chief.

Deactivation Actions

- ☐ Comply with the Universal Deactivation Checklist.

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CITY OF CARMEL
EMERGENCY OPERATIONS PLAN

CHECKLIST FOR FLOODING

NOTE: Use this checklist as a supplement to the Construction/Engineering Branch Director "Checklist for All Disasters".

Watch Phase

- ☐ Coordinate efforts to channel run-off water as feasible.
- ☐ Monitor status of flood prone areas and report any changes.
- ☐ Move construction equipment and support equipment to high ground.

Warning or Impact Phase

- ☐ Continue sandbagging efforts as feasible.
- ☐ Clear debris from drainage areas to prevent flooding.
- ☐ Request personnel, if needed.
- ☐ Request mutual aid support when needed.
- ☐ Provide barricades and signs for road closures and boundary identification. Ensure that there are adequate barricades and activate, or request activation of, appropriate mutual aid agreements, if necessary.
- ☐ Assist in identifying boundaries of areas in which access must be controlled.
- ☐ Provide vehicles and personnel to transport essential goods such as food, medical supplies, and other needed items.
- ☐ Notify law enforcement of the location(s) of vehicles being towed.
- ☐ Contact the appropriate CALTRANS/CHP official to request travel restrictions on State highways, if necessary.
- ☐ Determine the extent and cause(s) of damage and outages faced by local utilities. Report this information to CEOC staff.
- ☐ Coordinate with utility companies in the restoration of essential services. Provide appropriate assistance, such as debris clearance, to expedite restoration.
- ☐ Provide engineering expertise to inspect public structures to determine whether they are safe to use. Develop teams to inspect streets, roads, bridges, buildings, infrastructure, etc. (These teams may be called upon to assist in assessing damage for public assistance grants from the Federal government, if applicable.)
- ☐ Ensure that Public Works crews report damage information to the damage assessment representative. Note: This includes damage to public facilities, debris clearance requirements, emergency protective measures, and other damage information, as appropriate.
- ☐ Prioritize and coordinate the use of generators and fuel supplies.
- ☐ Prioritize and coordinate the use of emergency lighting.
- ☐ Assist in identifying and obtaining the appropriate construction equipment to support response and recovery within the City.
- ☐ Determine where debris should be piled initially, then determine a permanent location for debris. If necessary, coordinate security of debris sites with law enforcement personnel.
- ☐ Determine what support Public Works crews can provide if the event which the result of a terrorist incident.

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EMERGENCY OPERATIONS PLAN

CHECKLIST FOR EARTHQUAKE

NOTE: Use this checklist as a supplement to the basic Construction/Engineering Branch Director "Checklist for All Disasters".

- ☐ Dispatch units to survey damage, particularly pre-designated essential facilities.
- ☐ Assign engineering teams to determine the capacity and safety of bridges, underpasses and roadways. (Engineers)
- ☐ Assign teams to inspect buildings and structures critical to emergency operations and public safety. (Building Inspectors)
- ☐ Move vehicles out from under cover to prevent damage from aftershocks.
- ☐ If little or no damage is reported, prepare to support more heavily damaged jurisdiction.
- ☐ If extensive damage is reported, take the following actions as needed:
 - ☐ Provide alternate communications, if telephones or radios are unusable.
 - ☐ Call in regular personnel and auxiliaries; assign responsibilities according to plan.
- ☐ Coordinate public safety information to the Public Information Section Chief.
- ☐ Continue surveys for further damage and advise the Operations Section Chief of hazards observed.
- ☐ Request mutual aid assistance from the Monterey County Operational Area Emergency Operations Center, as required.

CHECKLIST FOR HAZARDOUS MATERIALS INCIDENTS

NOTE: Use this checklist as a supplement to the basic Construction/Engineering Branch Director "Checklist for All Disasters".

- ☐ Dispatch units to survey damage and to establish the extent of the affected area.
- ☐ Ensure that all personnel remain upwind or upstream of the incident site.
- ☐ Check with Situation Analysis regarding wind direction and weather forecast.
- ☐ Direct designated hazardous incident responders to the incident site.

CHECKLIST FOR SEVERE WINTER STORMS

NOTE: Use this checklist as a supplement to the basic Construction/Engineering Branch Director "Checklist for All Disasters".

- ☐ Dispatch units to survey damage and to establish the extent of the affected area.
- ☐ Determine locations of downed trees/limbs and power lines.
- ☐ Coordinate removal of downed trees/limbs.

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EMERGENCY OPERATIONS PLAN

• **RESPONSE CHECKLISTS FOR HEALTH & WELFARE BRANCH DIRECTOR**

☒ **CHECKLIST FOR ALL MAJOR EMERGENCIES/DISASTERS** ☒

Before an Emergency

- ☐ Estimate emergency staffing levels.
- ☐ Ensure call-up lists are up to date.
- ☐ Coordinate Shelter Response Team configuration and composition with Health Services.
- ☐ Coordinate the opening of the Evacuation Collection Point (ECP).

During an Emergency/Activation Actions

- ☐ Comply with the Universal Activation and Operational Checklist.

Operational Actions

- ☐ Based on the situation, activate the necessary Units within the Health & Welfare Branch:
 - ☐ Social Care Unit ☐ Shelter Unit
 - ☐ Animal Care Unit
- ☐ Task organize the Branch to support the mission.
- ☐ Determine the need to activate the Temporary Assistance Center (TAC) and staff and activate if required.
- ☐ Complete and maintain the Shelter Status Reports.
- ☐ In coordination with the American Red Cross and other volunteer agencies, ensure that displaced citizens of the City are provided with the necessities to sustain life (i.e., food, water, clothing, shelter, etc.).
- ☐ Review and execute Social Care Unit check until a Unit Leader is assigned.

After an Emergency

- ☐ Assess needs for continued shelter operations.
- ☐ Coordinate sustained shelter operations with the MoCo Op Area EOC and the ARC.
- ☐ Deactivate shelters if no longer required.

Deactivation Actions

- ☐ Comply with the Universal Deactivation Checklist.

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Positional Checklists ☒

PLANNING SECTION

• **RESPONSE CHECKLISTS FOR PLANNING/INTELLIGENCE SECTION CHIEF**

☒ **CHECKLIST FOR ALL MAJOR EMERGENCIES/DISASTERS** ☒

Before an Emergency

- ☐ Ensure your Supervisors have updated their checklist items.
- ☐ Ensure call-up lists are up to date.

During An Emergency/Activation Actions

- ☐ Comply with the Universal Activation and Operational Checklist.
- ☐ Based on the situation, activate units within section as needed and designate Unit Leaders for each element:

☐ Strategic Planning Unit	☐ Demobilization Unit
☐ Situation Analysis Unit	☐ Technical Specialists
☐ Damage Assessment Unit	☐ (As Activated.)
☐ Documentation Unit	☐ (As Activated.)
- ☐ Ensure RIMS (Response Information Management System) is operational and that the Documentation Unit is able to log-in. This is the primary means of maintaining and disseminating reports and situation data.

Operational Actions

- ☐ Ensure that Planning/Intelligence position logs and other necessary files are maintained.
- ☐ Ensure that the Situation Analysis Unit is maintaining current information for the situation status report.
- ☐ Ensure that major incident reports and branch status reports are completed by the Operations Section and are accessible by Planning/Intelligence (on RIMS if available).
- ☐ Ensure that a Situation Status Report is produced and distributed to the following at least once, prior to the end of the operational period.

☐ All CEOC Sections
☐ City Council
☐ MoCo Op Area EOC
- ☐ Ensure that all status boards and other displays are kept current, and that posted information is neat and legible.
- ☐ Ensure that the Public Information Section has immediate and unlimited access to all displays.
- ☐ Conduct periodic briefings with section staff and work to reach consensus among staff on section objectives for forthcoming operational periods.
- ☐ Facilitate the Director's Incident Action Planning meetings.
- ☐ Ensure that objectives for each section are completed and collected and posted in preparation for the next Incident Action Planning meeting.

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- ☐ Ensure that the Incident Action Plan is completed and distributed prior to the start of the next operations period.
- ☐ Work closely with each unit within the Planning/Intelligence Section to ensure the section objectives, as defined in the current Incident Action Plan, are being addressed.
- ☐ Ensure that the Strategic Planning Unit develops and distributes a report which highlights forecasted events or conditions likely to occur beyond the forthcoming operations period; particularly those situations which may influence the overall strategic objectives of the CEOC.
- ☐ Ensure that the Documentation Unit maintains files on all activities related to the event, and provides reproduction services for the CEOC, as required.
- ☐ Provide technical services, such as energy advisors and other technical specialists to all CEOC sections as required.
- ☐ Ensure that fiscal and administrative requirements are coordinated through the Finance/Administration Section.
- ☐ Meet with Director, Section Chiefs, and the Policy Decision Group to develop an Incident Action Plan including:
 - ☐ Information requirements.
 - ☐ Overall strategy (offensive/defensive).
 - ☐ Need for evacuation.
 - ☐ Estimate of incident duration.
 - ☐ Priorities for the procurement and allocation of available resources.

After An Emergency

- ☐ Work with the Emergency Services Director and the Recovery Unit Leader to develop a recovery plan.
- ☐ Consider speeding up the permit process to allow for faster reconstruction.
- ☐ Take mitigation measures, including zoning changes, to prevent similar emergencies in the future.
- ☐ If extensive reconstruction is necessary, take steps to preserve the character of neighborhoods.
- ☐ Ensure unit leaders update their checklist items.
- ☐ Poll supervisors for suggestions on how to improve emergency operations.
- ☐ Assemble and check financial records; forward them to the Finance/Administration Section.

Deactivation Actions

- ☐ Comply with the Universal Deactivation Checklist.

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CHECKLIST FOR EARTHQUAKE

- ☐ Ensure that mobile and aerial survey units are dispatched to survey damage, flooding, fires or other hazards resulting from the earthquake.
- ☐ Verify reports; poll field units and key facilities to determine situation in their vicinity and ability to function.
- ☐ Protect emergency equipment from possible aftershocks.
- ☐ Evaluate the possibility of dam/levee failures.
- ☐ Work with Construction/Engineering Branch to plan for the inspection of buildings and other structures. Plan for:
 - ☐ Priorities for inspection.
 - ☐ Who will inspect what.
 - ☐ Timetable for inspections.
 - ☐ Re-entry policy.

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CITY OF CARMEL
EMERGENCY OPERATIONS PLAN

• **RESPONSE CHECKLISTS FOR STRATEGIC PLANNING UNIT LEADER**

☒ **CHECKLIST FOR ALL MAJOR EMERGENCIES/DISASTERS** ☒

Activation Actions

- ☐ Comply with the Universal Activation and Operational Checklist.

Operational Actions

- ☐ Maintain a position log.
- ☐ Monitor the current situation report to include recent updates.
- ☐ Meet individually with the general staff and determine the best estimates of the future direction of the event or disaster.
- ☐ Develop an Advance Plan identifying future policy related issues, social and economic impacts, significant response or recovery resource needs, and any other key issues likely to affect CEOC operations within a 36-to-72-hour time frame.
- ☐ Submit the Advance Plan to the Planning/Intelligence Section Chief for review and approval prior to conducting briefings for the General Staff and Director.
- ☐ Review Incident Action Planning objectives submitted by each section for the forthcoming operational period. In conjunction with the general staff, recommend a transition strategy to the Director when CEOC activity shifts predominantly to recovery operations.

Deactivation Actions

- ☐ Comply with the Universal Deactivation Checklist.

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CITY OF CARMEL
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• **RESPONSE CHECKLISTS FOR SITUATION ANALYSIS UNIT LEADER**

☒ **CHECKLIST FOR ALL MAJOR EMERGENCIES/DISASTERS** ☒

Before an Emergency

- ☐ Study and understand the Public Safety Element survey.
- ☐ Ensure you understand reporting forms and requirements.

During An Emergency/Activation Actions

- ☐ Comply with the Universal Activation and Operational Checklist.

Operational Actions

- ☐ Ensure position logs and other necessary files are maintained.
- ☐ Oversee the collection and analysis of all event/or disaster related information.
- ☐ Meet with the Public Information Officer to determine the best method for providing the Public Information Section with up-to-date information.
- ☐ Prepare a situation summary for the Incident Action Planning meeting.
- ☐ Convene and facilitate the Incident Action Planning meeting following the meeting process guidelines.
- ☐ In preparation for the Incident Action Planning meeting, ensure that all CEOC objectives are posted or on chart paper, and that the meeting room is set up with appropriate equipment and materials (easels, markers, sit stat reports, etc.)
- ☐ Following the meeting, ensure that the Documentation Unit publishes and distributes the Incident Action Plan prior to the beginning of the next operational period.
- ☐ Ensure that adequate staff is assigned to maintain all maps, status boards and other displays.
- ☐ Oversee the preparation and electronic distribution of the Situation Status Report. Coordinate with the Documentation Unit for manual distribution and reproduction as required.
- ☐ Ensure each section provides their objectives at least 30 minutes prior to each Incident Action Planning meeting.
- ☐ Participate in the initial situation briefing by the Emergency Services Director.
- ☐ At the briefing, remind Section Chiefs to prepare phone message forms for all phone messages (incoming and outgoing).
- ☐ Contact National Weather Service for wind direction and other weather information.
- ☐ If necessary, review dam inundation maps and plans to determine potential impacts.
- ☐ Monitor messages: Review copies of message forms for information on conditions of damage assessment.
- ☐ Periodically poll the Section Chiefs in the CEOC for information regarding the current situation.
- ☐ Prepare verbal Flash Reports (spot announcements) for the Emergency Services Director.
- ☐ Keep the status boards in the CEOC updated.
- ☐ Coordinate ground surveys.

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- ☐ Collect and evaluate incoming damage assessment reports.
- ☐ Maintain a current log of damage, including casualties and property damage.
- ☐ Develop preliminary estimate of homeless persons and inform the Emergency Services Director and/or the Community Services Unit Supervisor. Update the estimate periodically.
- ☐ Prepare a written Situation Report every two hours, or as requested.
- ☐ Ensure the Emergency Services Director is updated and can relay the necessary reports and requests to the MoCo Operational Area Emergency Operations Center.

After An Emergency

- ☐ If needed, modify status boards.
- ☐ Assemble logs and non-financial records.
- ☐ Submit all reports of the situation as it unfolded to the Emergency Services Director.
- ☐ Assemble and check financial records; forward them to the Finance/Administration Section.

Deactivation Actions

- ☐ Comply with the Universal Deactivation Checklist.

CHECKLIST FOR HAZARDOUS MATERIAL INCIDENT

- ☐ Ensure that unprotected survey teams stay upwind and upstream of the incident.
- ☐ If the event involves radiation, plot radiation readings and report them to the MoCo Op Area EOC and the Mutual Aid Region Radiological Officer.

CHECKLIST FOR EARTHQUAKES

- ☐ Determine the condition of designated shelter facilities.
- ☐ If, after a reasonable amount of time, you have not received any reports from a particular area or major facility, send a ground survey team there.

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• **RESPONSE CHECKLISTS FOR DAMAGE ASSESSMENT UNIT LEADER**

☒ **CHECKLIST FOR ALL MAJOR EMERGENCIES/DISASTERS** ☒

Before an Emergency

- ☐ Buy or arrange for a camera and a tape recorder to document damage.
- ☐ Ensure you and your building inspectors understand how you will work regarding the inspection of structures.
- ☐ Ensure you and your staff understands how you will work with the American Red Cross to survey damage.

During an Emergency/Activation Actions

- ☐ Comply with the Universal Activation and Operational Checklist.

Operational Actions

- ☐ Coordinate with the American Red Cross, utility service providers, and other sources for additional damage/safety assessment information.
- ☐ Prepare detailed damage/safety assessment information, including estimate of value of the losses, and provide to the Planning/Intelligence Section Chief.
- ☐ Ensure that each structure and/or facility inspected is clearly labeled in accordance with ATC-20 standards and guidelines.
- ☐ Maintain a list of structures and facilities requiring immediate inspection or engineering assessment.
- ☐ Coordinate all requests for Engineers and Building Inspectors from emergency response agencies within the MoCo Op Area EOC.
- ☐ Communicate mutual aid resource needs with the MoCo Op Area EOC.
- ☐ Keep the Public Works Operations Branch Director informed of the inspection and engineering assessment status.
- ☐ Refer all contacts with the media to the Public Information Section.

After an Emergency - Deactivation Actions

- ☐ Comply with the Universal Deactivation Checklist.

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• **RESPONSE CHECKLISTS FOR DOCUMENTATION UNIT LEADER**

☒ **CHECKLIST FOR ALL MAJOR EMERGENCIES/DISASTERS** ☒

Activation Actions

- ☐ Comply with the Universal Activation and Operational Checklist.

Operational Actions

- ☐ Meet with the Planning/Intelligence Section Chief to determine what CEOC materials should be maintained as official records.
- ☐ Meet with the Recovery Planning Unit Leader to determine what CEOC materials and documents are necessary to provide accurate records and documentation for recovery purposes.
- ☐ Initiate and maintain a roster of all activated CEOC positions to ensure that position logs are accounted for and submitted to the Documentation Unit at the end of each shift.
- ☐ Reproduce and distribute the Situation Report and Incident Action Plans either manually or electronically. Ensure distribution is made to the MoCo Op Area EOC.
- ☐ Coordinate with Section Chief to determine special distribution requirements for situation reports and plans, e.g. City Council.
- ☐ Keep extra copies of reports and plans available for special distribution as required.
- ☐ Set up and maintain document reproduction services for the CEOC.

Deactivation Actions

- ☐ Comply with the Universal Deactivation Checklist.

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CITY OF CARMEL
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• **RESPONSE CHECKLISTS FOR DEMOBILIZATION UNIT LEADER**

☒ **CHECKLIST FOR ALL MAJOR EMERGENCIES/DISASTERS** ☒

Activation Actions

- ☐ Comply with the Universal Activation and Operational Checklist.

Operational Actions

- ☐ Develop a comprehensive plan for the demobilization of all members of the CEOC Staff and city employees who were activated for the incident.
- ☐ Coordinate with the Safety Officer to ensure that those CEOC Staff members showing signs of stress are afforded the opportunity to participate in the Critical Incident Stress Debriefing process.
- ☐ In coordination with the Documentation Unit Leader, ensure that all personnel designated for mobilization have submitted complete and accurate documentation for their actions during the CEOC activation.
- ☐ Ensure that a post-deactivation telephone contact list is maintained for all demobilized CEOC Staff members.
- ☐ Supervise the Demobilization Unit.

Deactivation Actions

- ☐ Comply with the Universal Deactivation Checklist.

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- **RESPONSE CHECKLISTS FOR TECHNICAL SPECIALISTS**

- ☒ **CHECKLIST FOR ALL MAJOR EMERGENCIES/DISASTERS** ☒

Activation Actions

- ☐ Comply with the Universal Activation and Operational Checklist.

Operational Actions

- ☐ Maintain reference material needed for your specialty.
- ☐ Monitor situations to determine when your specialty or expertise could be employed.
- ☐ Provide advice, recommendations, and/or expertise to the appropriate Section Chief or the Emergency Services Director.

Deactivation Actions

- ☐ Comply with the Universal Deactivation Checklist.

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Positional Checklists ☒

LOGISTICS SECTION

• **RESPONSE CHECKLISTS FOR LOGISTICS SECTION CHIEF**

☒ **CHECKLIST FOR ALL MAJOR EMERGENCIES/DISASTERS** ☒

Before An Emergency

- ☐ Ensure the "before" checklist items are updated in all the Logistics Section annexes.
- ☐ Ensure call-up lists are up to date.
- ☐ Develop lists of suppliers of essential materials.

During an Emergency - Watch Phase/Activation Actions

- ☐ **Comply with the Universal Activation and Operational Checklist.**
- ☐ Based on the situation, activate branches/units within section as needed and designate Branch and Unit Leaders for each element:

☐ Supply/Procurement/Res. Track Unit	☐ Communications Unit
☐ Personnel/Volunteer Unit	☐ Dispatch Manager
☐ Facilities Unit	☐ Utilities Unit
☐ Transportation Unit	☐ Utility Company
Reps.	
☐ Community Services Unit/ARC Rep	☐ Coroner Unit

Operational Actions

- ☐ Ensure that Logistic Section position logs and other necessary files are maintained.
- ☐ Meet regularly with section staff and work to reach consensus on section objectives for forthcoming operational periods.
- ☐ Provide the Planning/Intelligence Section Chief with the Logistics Section objectives at least 30 minutes prior to each Incident Action Planning meeting.
- ☐ Attend and participate in Incident Action Planning meetings.
- ☐ Ensure that the CEOC Resource Unit Leader coordinates closely with the Cost Accounting Unit in the Finance/Administration Section and that all required documents and procedures are completed and followed.
- ☐ Ensure that transportation requirements, in support of response operations, are met.
- ☐ Ensure that all requests for facilities and facility support are addressed.
- ☐ Ensure that all City resources are tracked and accounted for, as well as resources ordered through Mutual Aid, or from the MoCo Op Area EOC.
- ☐ Provide section staff with information updates as required.

During an Emergency - Impact or Warning Phase

- ☐ Activate Logistics Sections as needed:
- ☐ Develop an input to the Incident Action Plan that includes:
 - ☐ Overall strategy (offensive/defensive).

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- ☐ Priorities for the procurement and allocation of available resources.
- ☐ Establish contact with appropriate adjacent City Logistics Sections.
- ☐ Coordinate with appropriate segments of the private sector.
- ☐ Verify reports; poll field units and key facilities to determine situation in their vicinity and ability to function.
- ☐ Activate emergency forces if substantial damage is reported.
- ☐ Monitor communications to determine situations in other areas.
- ☐ Obtain transportation, supplies, personnel and equipment needed by emergency forces.
- ☐ Protect emergency equipment from hazards, such as aftershocks.

After An Emergency - Deactivation Actions

- ☐ Comply with the Universal Deactivation Checklist.

INCREASED READINESS OPERATIONS

- ☐ Review and, if necessary, update the following:
 - ☐ Preparedness plans for other institutions and those organizations that operate lifeline systems (power, water, fuel, food, sanitation, communications and transportation).
 - ☐ Resource information contained in the Resource Directory.
- ☐ If evacuation appears imminent, review and update plan for:
 - ☐ Evacuation sites that have been reserved for specific organizations.
 - ☐ Mobilizing transportation resources for evacuating and supplying hazard area populations.
 - ☐ Checking, repairing and, as necessary, redistributing radiological monitoring equipment to monitoring stations, shelters and emergency teams.
- ☐ Procure needed equipment and supplies.
- ☐ Establish controls over the allocation, distribution and use of available resources.

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• **RESPONSE CHECKLISTS FOR SUPPLY/PROCUREMENT/RESOURCE TRACKING UNIT LEADER**

☒ **CHECKLIST FOR ALL MAJOR EMERGENCIES/DISASTERS** ☒

Before An Emergency

- ☐ Maintain an updated list of the kinds of resources (Resource Directory) that you would not be able to find in the yellow pages.
- ☐ Maintain a comprehensive disaster resource database for emergencies (Resource Directory).
- ☐ Purchase and store essential supplies, such as sandbags.
- ☐ Familiarize yourself with the forms being used in the CEOC.

During An Emergency - Watch Phase

- ☐ Check availability and location of equipment and essential supplies.
- ☐ Review plans and status of sanitation and water supply measures and equipment.
- ☐ Prepare to stock shelters.
- ☐ Review status of supplies of food, fuel and other essential resources.
- ☐ Place supply personnel on standby.

During An Emergency - Impact or Warning Phase/Activation Actions

- ☐ Comply with the Universal Activation and Operational Checklist.
- ☐ Establish and maintain a Procurement Log.
- ☐ Locate, procure, purchase, store, maintain and distribute supplies and equipment.
- ☐ Allocate resources and supplies according to established priorities.
- ☐ Maintain records on all transactions and certify payment to vendors.
- ☐ Render assistance when required to other jurisdictions.
- ☐ During a local emergency, procure supplies from the usual wholesale and retail outlets.
- ☐ Make maximum use of local sources before requesting supplies from other jurisdictions.
- ☐ Maintain accurate records on the use of personnel, equipment and materials and all expenditures for all resource requests.
- ☐ Maintain a current Incident Resource Directory and inventory for necessary supplies, equipment and services.
- ☐ Post and maintain a resource status master list, indicating current location and status of all resources.
- ☐ Whenever possible, meet personally with the requesting party to clarify types and amount of supplies and material and also verify that the request has not been previously filled through another source.
- ☐ Determine if the procurement item can be provided in a timely manner, without cost, from the MoCo Op Area EOC.
- ☐ Determine unit costs of supplies and material, from suppliers and vendors and if they will accept confirming purchase order numbers or a credit card as payment, prior to completing the order.

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- ☐ If vendor contracts are required for procurement of specific resources or services, refer the request to the contracting division for development of necessary agreements and track to ensure completion of the request.
- ☐ Determine if the vendor or provider will deliver the ordered items. If delivery services are not available, coordinate pick up and delivery through the Transportation Unit.
- ☐ Ensure appropriate receipt paperwork is obtained from receiving personnel or runners/drivers whenever possible considering the circumstances. This will help in reconciling purchases later.
- ☐ Coordinate the location and support of staging areas, support facilities, and additional resources as necessary with the Facilities and Personnel Unit Leaders.
- ☐ Coordinate food/meals for CEOC Staff.
- ☐ Arrange food services to support CEOC Staff and City personnel involved in response and recovery operations.
- ☐ Arrange food services to support shelter operations.
- ☐ Coordinate the moving of resources and supplies from hazard threatened areas.
- ☐ Determine material needs and stockpile essential items in accessible areas.
- ☐ Help move resources and supplies from hazard area.
- ☐ Coordinate distribution of food and water. Consult with Transportation Unit.
- ☐ Help other agencies procure and transport pipe for distribution of potable water.
- ☐ Distribute and install chemical toilets, showers, etc. at shelters and other key facilities as needed.
- ☐ Maintain incident resources status log.
- ☐ Keep the Logistics Section Chief informed of significant issues affecting the Resources Unit.

After An Emergency

- ☐ Review forms and procedures; revise as necessary.
- ☐ Collect and maintain documentation of all disaster information for reimbursement from the Federal Emergency Management Agency (FEMA) through the Governor's Office of Emergency Services (GOES) and the Monterey County Office of Emergency Services.
- ☐ Assemble and check financial records; forward to the Finance/Administration Section.
- ☐ Prepare and maintain a cumulative cost report for the disaster.
- ☐ Forward all reports to Planning and Intelligence Section.
- ☐ Recover as many resources as possible.
- ☐ Comply with the Universal Deactivation Checklist.

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• **RESPONSE CHECKLISTS FOR PERSONNEL/VOLUNTEER UNIT LEADER**

☒ **CHECKLIST FOR ALL MAJOR EMERGENCIES/DISASTERS** ☒

Before an Emergency

- ☐ Become familiar with the procedures for disaster operations time keeping.
- ☐ Ensure necessary forms are developed.
- ☐ Be prepared to provide forms (with instructions).
- ☐ Establish updated Call Out List of key personnel needed at CEOC during emergencies.
- ☐ Plan for how spontaneous, non-organized, emergency volunteers might be used during an emergency.
- ☐ Maintain a supply of volunteer loyalty oath forms.

During an Emergency/Activation Actions

- ☐ Comply with the Universal Activation and Operational Checklist.
- ☐ Coordinate personnel timekeeping and related inquiries with the Finance/Administration Section.

Operational Actions

- ☐ Determine if local personnel resources are adequate to deal with the emergency. Continually evaluate personnel needs to determine if additional resources are needed.
- ☐ Establish a list of supplemental personnel and their skills.
- ☐ Activate and provide coordination and supervision of the Volunteer Unit if required.
- ☐ Provide personnel to all functions within the CEOC upon request.
- ☐ If temporary workers or individuals with specialized skills need to be obtained, contact private personnel providers.
- ☐ Coordinate with the Finance/Administration Section to provide guidance to CEOC Staff and other organizations on emergency timekeeping procedures with respect to salary, benefits, worker's compensation and documentation consistent with Federal, State, County and City guidelines. Assist in implementation of these procedures, as needed.
- ☐ Initiate, gather, or update time reports from all county personnel, to include volunteers assigned to each shift; ensure that time records are accurate and prepared in compliance with current policy.
- ☐ Maintain complete personnel rosters. Rosters must include all CEOC Personnel as well as personnel assigned to the field level.
- ☐ Provide instructions for all supervisors to ensure that time sheets and travel expense claims are completed properly and signed by each employee prior to submission.
- ☐ Establish a file for each employee or volunteer within the first operational period; to maintain a fiscal record for as long as the employee is assigned to the response.

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- ☐ If temporary Disaster Service Workers are recruited, appoint a time recorder to account for their time.
- ☐ Notify all City departments that time lost because of an emergency or time spent by employees in disaster response should be reported to the Personnel/Volunteer Unit.
- ☐ Keep the Finance/Administration Section Chief informed of significant issues affecting the Personnel Unit.
- ☐ In conjunction with the Documentation Unit, develop a large, poster size CEOC organization chart depicting each activated position. Upon check in, indicate the name of the person occupying each position on the chart. The chart should be posted in a conspicuous place, accessible to all CEOC personnel.
- ☐ Coordinate with the Liaison Officer and Safety Officer to ensure that all CEOC Staff to include volunteers, receive a current situation and safety briefing upon check-in.
- ☐ Establish communications with volunteer agencies and other organizations that can provide personnel resources.
- ☐ Coordinate with the MoCo Op Area EOC to activate the Emergency Management Mutual Aid System (EMMA) if required.
- ☐ Process all incoming requests for personnel support. Identify the number of personnel, special qualifications or training, where they are needed and the person or unit they should report to upon arrival. Determine the estimated time of arrival of responding personnel and advise the requesting parties accordingly.
- ☐ Maintain a status board or other reference to keep track of incoming personnel resources.
- ☐ Coordinate with the Liaison Officer and Security Officer to ensure access and proper direction for responding personnel upon arrival at the CEOC.
- ☐ To minimize redundancy, coordinate all requests for personnel resources from the field level through the CEOC Operations Section prior to acting on the request.
- ☐ In coordination with the Safety Officer, determine the need for crisis counseling for emergency workers; acquire mental health specialist as needed.
- ☐ Arrange childcare services for CEOC personnel as required.
- ☐ Establish registration locations with sufficient staff to register volunteers and issue them Disaster Service Worker identification cards.
- ☐ Investigate all injury and damage claims as soon as possible.
- ☐ Coordinate Worker's Compensation claims and timekeeping issues with the Finance/Administration Section, as needed.
- ☐ Prepare appropriate forms for all verifiable injury claims and forward them to Workmen's Compensations within the required time frame consistent with Operational Area Policy & Procedures.
- ☐ Coordinate with the Safety Officer regarding the mitigation of hazards.
- ☐ Keep the Finance/Administration Section Chief informed of significant issues affecting the Personnel Unit.
- ☐ In coordination with the Safety Officer, ensure timely relief of CEOC staff members who are fatigued or whose families have been severely affected by the emergency.

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- ☐ Coordinate with the Safety Officer and the Demobilization Unit to ensure all emergency workers are identified and contacted after CEOC deactivation for post-incident stress debriefing.
- ☐ Ensure Disaster Service Worker forms and loyalty oath forms are available at the Volunteer Center.
- ☐ Ensure staff at Volunteer Center:
 - ☐ Register and classify volunteer disaster workers.
 - ☐ Read and understand rules and regulations for disaster service workers.
 - ☐ Sign loyalty oath.
 - ☐ Meet all requirements.
 - ☐ Maintain a Unit Event Log.
- ☐ Set up a line of communications with the Volunteer Center.
- ☐ Keep the Logistics Section Chief informed of significant issues affecting the Transportation Unit.
- ☐ Mobilize resources and support personnel.
- ☐ Request assistance from the MoCo Op Area EOC, as required.
- ☐ Develop priorities for volunteer requests with the Emergency Services Director and the Section Chiefs.
- ☐ Work with the Planning/Intelligence Section to identify the personnel needs which exceed the supply of City employees.
- ☐ Maintain appropriate records and reports.

After an Emergency - Deactivation Actions

- ☐ Comply with the Universal Deactivation Checklist.

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• **RESPONSE CHECKLISTS FOR FACILITIES UNIT LEADER**

☒ **CHECKLIST FOR ALL MAJOR EMERGENCIES/DISASTERS** ☒

Activation Actions

- ☐ Comply with the Universal Activation and Operational Checklist.

Operational Actions

- ☐ Work closely with the Emergency Services Director, the CEOC Coordinator, and Section Chiefs in determining facilities and furnishings required for effective operation of the CEOC.
- ☐ Coordinate with branches in the Operations Section to determine if assistance with facility acquisition and support is needed at the field level.
- ☐ Arrange for continuous maintenance of acquired facilities, to include ensuring that utilities and restrooms are operating properly.
- ☐ If facilities are acquired away from the CEOC, coordinate with assigned personnel and designate a Facility Manager.
- ☐ Develop and maintain a status board or other reference that depicts the location of each facility; a general description of furnishings, supplies and equipment at the site; hours of operation, and the name and phone number of the Facility Manager.
- ☐ As facilities are vacated, coordinate with the Facility Manager to return the location to its original state. This includes removing and returning furnishings and equipment, arranging for janitorial services, and locking or otherwise securing the facility.
- ☐ Inform the Logistics Section Chief of any significant issues affecting the Facilities Unit.
- ☐ Ensure facility operations activities are completed, including structural assessment, environmental systems, lighting, etc.
- ☐ Ensure the interior and exterior CEOC facility and systems are activated and operable.
- ☐ Provide City building and facilities status updates to the Situation Status Unit Leader.
- ☐ Ensure CEOC facility and staff support needs are met, including hygiene, sanitation and sleeping quarters in coordination with the Safety Officer.
- ☐ Identify facilities (City owned or available for lease) available to be used in the emergency response as staging areas, warehouses, alternate worksites for City departmental operations, etc.
- ☐ Ensure heating, ventilation and air conditioning are functioning properly, coordinate repairs if needed.
- ☐ Coordinate access to supplies and resources for CEOC Staff from closed facilities. Ensure all such facilities are safe before permitting or providing access.
- ☐ Order any additional items required (e.g., portable toilets and shower facilities, lighting units, etc.) through the Supply/Procurement Unit Leader.

Deactivation Actions

- ☐ Comply with the Universal Deactivation Checklist.

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• **RESPONSE CHECKLISTS FOR TRANSPORTION UNIT LEADER**

☒ **CHECKLIST FOR ALL MAJOR EMERGENCIES/DISASTERS** ☒

Activation Actions

- ☐ Comply with the Universal Activation and Operational Checklist.
- ☐ Report to and obtain initial situation briefing from the Logistics Section Chief.
- ☐ Routinely coordinate with the Situation Status Unit and Law Enforcement Branch to determine the status of transportation routes in and around the City.
- ☐ Routinely coordinate with the Construction/Engineering Branch to determine progress of route recovery operations.
- ☐ Develop a Transportation Plan which identifies routes of ingress and egress, thus facilitating the movement of response personnel, the affected population and shipment of resources and material.

Operational Actions

- ☐ Maintain and update, as required, the Transportation Plan.
- ☐ Establish contact with local transportation agencies and schools to establish availability of equipment and personnel resources for use in evacuations and other operations as needed.
- ☐ Inform the Logistics Section Chief of any significant issues affecting the Transportation Unit.
- ☐ Mobilize resources and support personnel.
- ☐ Coordinate transportation resources required for:
 - ☐ Evacuating persons.
 - ☐ Transporting supplies, equipment and personnel.
 - ☐ Transporting casualties.
 - ☐ Other functions as required.
- ☐ Request assistance from the MoCo Op Area EOC as required.
- ☐ Help other agencies transport supplies and equipment to feed and shelter disaster victims.
- ☐ Support local emergency transportation operations.
- ☐ Help transport casualties to medical facilities, if necessary.
- ☐ Develop priorities for transportation requests with the Emergency Services Director and the Section Chiefs.
- ☐ Maintain records as to services and users for later billing charges.
- ☐ Forward any damage assessment information to the Planning/Intelligence Section.
- ☐ Coordinate with other units for additional transportation resources.

After an Emergency - Deactivation Actions

- ☐ Comply with the Universal Deactivation Checklist.

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- **RESPONSE CHECKLISTS FOR COMMUNITY SERVICES UNIT LEADER/CARMEL AREA AMERICAN RED CROSS CHAPTER REPRESENTATIVE**

☒ **CHECKLIST FOR ALL MAJOR EMERGENCIES/DISASTERS** ☒

Activation Actions

- ☐ Comply with the Universal Activation and Operational Checklist.

Operational Actions

- ☐ Track all resources available for the incident including those requested, those en route to City, those available from City resources, and those actively employed in the field.
- ☐ Recommend the procurement of additional resources as needed.
- ☐ Recommend the positioning of resources.

Deactivation Actions

- ☐ Comply with the Universal Deactivation Checklist.

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CITY OF CARMEL
EMERGENCY OPERATIONS PLAN

• **RESPONSE CHECKLISTS FOR COMMUNICATIONS UNIT LEADER**

☒ **CHECKLIST FOR ALL MAJOR EMERGENCIES/DISASTERS** ☒

Before An Emergency

- ☐ Conduct periodic testing of all CEOC communications equipment, including radios, telephones, RIMS, and computer e-mail systems.

During An Emergency - Watch Phase

- ☐ Ensure operability of all communications systems.
☐ Report systems status to Logistics Section Chief.
☐ Monitor system status and affect repairs/replacement as warranted.

During An Emergency - Impact or Warning Phase/Activation Actions

- ☐ Comply with the Universal Activation and Operational Checklist.

After An Emergency

- ☐ Review communications systems to determine what revisions/additions to the communications suite are needed.
☐ Comply with the Universal Deactivation Checklist.

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• **RESPONSE CHECKLISTS FOR DISPATCH MANAGER**

☒ **CHECKLIST FOR ALL MAJOR EMERGENCIES/DISASTERS** ☒

Activation Actions

- ☐ Comply with the Universal Activation and Operational Checklist.

Operational Actions

- ☐ Track all resources available for the incident including those requested, those en route to City, those available from City resources, and those actively employed in the field
- ☐ Recommend the procurement of additional resources as needed.
- ☐ Recommend the positioning of resources.

Deactivation Actions

- ☐ Comply with the Universal Deactivation Checklist.

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CITY OF CARMEL
EMERGENCY OPERATIONS PLAN

• **RESPONSE CHECKLISTS FOR UTILITIES UNIT LEADER**

☒ **CHECKLIST FOR ALL MAJOR EMERGENCIES/DISASTERS** ☒

Activation Actions

- ☐ Comply with the Universal Activation and Operational Checklist.

Operational Actions

- ☐ Track all resources available for the incident including those requested, those en route to City, those available from City resources, and those actively employed in the field.
- ☐ Maintain a running status of all utilities active within the City.
- ☐ Coordinate with utility companies that provide services within the City.
- ☐ Recommend priority of restoration of utilities.
- ☐ Recommend the procurement of additional resources as needed.
- ☐ Recommend the positioning of resources.

Deactivation Actions

- ☐ Comply with the Universal Deactivation Checklist.

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CITY OF CARMEL
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Positional Checklists ☒

FINANCE/ADMINISTRATION SECTION

• **RESPONSE CHECKLISTS FOR FINANCE/ADMINISTRATION SECTION CHIEF**

☒ **CHECKLIST FOR ALL MAJOR EMERGENCIES/DISASTERS** ☒

Before an Emergency

- ☐ Become familiar with the procedures of the Finance/Administration Section.
- ☐ Train staff.
- ☐ Develop a "Bronze Team," i.e. personnel and procedures for relief of the Gold and Silver Team members during extended operations.
- ☐ Prepare and maintain applicable guidance and operating procedures for this Section.

During an Emergency/Activation Actions

- ☐ Comply with the Universal Activation and Operational Checklist.
- ☐ Based on the situation, activate units within section as needed and designate Unit Leaders for each unit:

☐ Time Keeping Unit	☐ Recovery Unit
☐ Cost Accounting Unit	☐ Unit As Required.
☐ Compensation & Claims Unit	

Operational Actions

- ☐ Ensure that Section position logs and other necessary files are maintained.
- ☐ Ensure that displays associated with the Finance/Administration Section are current, and that information is posted in a legible and concise manner.
- ☐ Participate in all Incident Action Planning meetings.
- ☐ Brief all Unit Leaders and ensure they are aware of the CEOC objectives as defined in the Incident Action Plan.
- ☐ Keep the Director, General Staff, and individual City agency administrators aware of the current fiscal situation and other related matters, on an on-going basis.
- ☐ Ensure that the Cost Accounting Unit maintains all financial records throughout the event or disaster.
- ☐ Ensure that the Time Keeping Unit tracks and records all staff time.
- ☐ In coordination with the Logistics Section, ensure that the Resources Unit processes purchase orders and develops contracts in a timely manner.
- ☐ Ensure that all workers' compensation claims resulting from the disaster are processed in a reasonable time frame.
- ☐ Ensure all time sheets and travel expense claims are promptly processed through City budget and payroll office.
- ☐ Ensure that all recovery documentation is accurately maintained during the response and submitted on the appropriate forms to Federal Emergency Management Agency (FEMA) and/or the Governor's Office of Emergency Services.

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Deactivation Actions

☐

Comply with the Universal Deactivation Checklist.

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• **RESPONSE CHECKLISTS FOR TIME KEEPING UNIT LEADER**

☒ **CHECKLIST FOR ALL MAJOR EMERGENCIES/DISASTERS** ☒

Before an Emergency

- ☐ Become familiar with the CEOC support procedures.
- ☐ Attend CEOC training.

During an Emergency - Activation Actions

- ☐ Comply with the Universal Activation and Operational Checklist.

Operational Actions

- ☐ Track and record all CEOC Staff time.
- ☐ Provide input to the Cost Accounting Unit Leader on time keeping requirements for the emergency period.
- ☐ Coordinate with the Personnel Unit Leader to ensure all personnel involved in the response have time keeping records.
- ☐ Advise the Finance/Administration and Logistics Section Chiefs on staff time issues affecting recovery.
- ☐ Provide a final report to the Personnel Unit Leader and the Emergency Services Director on CEOC personnel time expenditures and the associated expense

After an Emergency - Deactivation Actions

- ☐ Comply with the Universal Deactivation Checklist.

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• **RESPONSE CHECKLISTS COST ACCOUNTING UNIT LEADER**

☒ **CHECKLIST FOR ALL MAJOR EMERGENCIES/DISASTERS** ☒

Before an Emergency

- ☐ Become familiar with the CEOC support procedures.
- ☐ Attend CEOC training.

During an Emergency – Activation Actions

- ☐ Comply with the Universal Activation and Operational Checklist.
- ☐ Obtain or verify the internal activity number for this event. This number will be used for the purpose of tracking purchase orders and cost recovery.

Operational Actions

- ☐ Provide information to the Finance/Administration Section Chief on the financial record keeping requirements for the emergency period.
- ☐ Manage all financial aspects of the emergency including emergency response activities, damage, repair/replacement estimates, and recovery activities.
- ☐ Maintain financial records of the emergency throughout the disaster cycle to include Recovery, e.g. FEMA review and audit.
- ☐ Advise the Emergency Services Director and the Finance/Administration Section Chief on cost accounting issues, as requested.
- ☐ Gather and analyze information on expenditures, revenues, reimbursements and mitigation program applications and grants.
- ☐ Ensure that all obligation documents initiated during the operation are properly prepared and completed.
- ☐ Develop reimbursement plans and begin compiling reimbursement claims for submission to the proper agencies.
- ☐ In conjunction with all Section Chiefs, determine reimbursable costs and generate the necessary forms or paperwork to recover these moneys.
- ☐ Determine reimbursable CEOC Staff costs and generate the necessary forms or paperwork to recover these moneys, in conjunction with the Time Unit Leader and Section Chiefs, as appropriate.
- ☐ Ensure the Supply/Procurement Unit Leader provides copies of all purchases made in support of the incident.
- ☐ Process claims for reimbursement as needed.
- ☐ Develop a final report on monetary issues. Provide the final report to the Finance/Administration Section Chief, Planning/Intelligence Section Chief and Emergency Services Director on total costs and reimbursement programs.

After an Emergency - Deactivation Actions

- ☐ Comply with the Universal Deactivation Checklist.

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• **RESPONSE CHECKLISTS FOR COMPENSATION & CLAIMS UNIT LEADER**

☒ **CHECKLIST FOR ALL MAJOR EMERGENCIES/DISASTERS** ☒

Before an Emergency

- ☐ Become familiar with the CEOC support procedures.
- ☐ Attend CEOC training.

During an Emergency – Activation Actions

- ☐ **Comply with the Universal Activation and Operational Checklist.**

Operational Actions

- ☐ Ensure that all insurance claims for physical damages are properly prepared, filed, and coordinated.
- ☐ Ensure that all Worker's Compensation Claims are properly prepared, investigated with the Safety Officer, filed, and tracked.
- ☐ Process, track and record all City insurance claims resulting from the emergency/disaster.
- ☐ Provide input to the Cost Accounting Unit Leader on claims record keeping requirements for the emergency response period.
- ☐ Provide a final report to the Finance/Administration Section Chief, Cost Accounting Unit Leader and Recovery Unit Leader on total reimbursements from insurance claims and expenditures related to Worker's Compensation Claims.

After an Emergency - Deactivation Actions

- ☐ **Comply with the Universal Deactivation Checklist.**

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• **RESPONSE CHECKLISTS FOR RECOVERY UNIT LEADER**

☒ **CHECKLIST FOR ALL MAJOR EMERGENCIES/DISASTERS** ☒

Before an Emergency

- ☐ Become familiar with the EOC support procedures.
- ☐ Attend EOC training.

During an Emergency – Activation Actions

- ☐ Comply with the Universal Activation and Operational Checklist.

Operational Actions

- ☐ Develop, implement, and supervise the Recovery Plan.
- ☐ Assist CEOC Staff in the transition from response operations to recovery operations.
- ☐ Coordinate resolution of section issues affecting recovery with the Emergency Services Director and Section Chiefs.
- ☐ Collect and maintain documentation of all disaster information for reimbursement from the Federal Emergency Management Agency (FEMA) and/or the Governor's Office of Emergency Services.
- ☐ Coordinate all fiscal recovery efforts with disaster assistance agencies.
- ☐ Prepare and maintain a cumulative cost report for the event or disaster recovery phase.

After an Emergency - Deactivation Actions

- ☐ Comply with the Universal Deactivation Checklist.

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EMERGENCY OPERATIONS PLAN

Positional Checklists ☒

PUBLIC INFORMATION SECTION

• **RESPONSE CHECKLISTS FOR PUBLIC INFORMATION SECTION CHIEF**

☒ **CHECKLIST FOR ALL MAJOR EMERGENCIES/DISASTERS** ☒

Before an Emergency

- ☐ Maintain an updated media contact list. Date last reviewed: _____.
- ☐ Check Emergency Operations Center supplies. Date last checked: _____.

During an Emergency - Activation Actions

- ☐ Comply with the Universal Activation and Operational Checklist.
- ☐ Determine staffing requirements and make required personnel assignments for the Public Information Section as necessary:
- ☐ Dissemination Unit ☐ Information Collection Unit
☐ Field Sites (As required)

Operational Actions

- ☐ Obtain "confirmed" disaster information.
- ☐ Monitor media coverage of the disaster/incident, using information to develop follow-up news releases and rumor control.
- ☐ Operate a telephone bank for receiving incoming inquiries from the public.
- ☐ Ensure that a rumor control function is established to correct false or erroneous information. Correct rumors by providing information based on confirmed data.
- ☐ Establish a "Disaster Hotline" recorded message and provide updated message information periodically.
- ☐ Answer inquiries from members of the media or refer to the designated staff.
- ☐ Obtain policy guidance from the Emergency Services Director with regard to media releases.
- ☐ Keep the Emergency Services Director advised of all unusual requests for information and of all major critical or unfavorable media comments. Recommend procedures or measures to improve media relations.
- ☐ Coordinate with the Situation Status Unit and identify methods for obtaining and verifying significant information as it is developed.
- ☐ Develop and publish a media-briefing schedule, to include location, format, and preparation and distribution of handout materials.
- ☐ Implement and maintain an overall information release program.
- ☐ Establish a public information center, as required, providing necessary space, materials, telephones, and electrical power.
- ☐ Maintain up-to-date status boards and other references at the public information center. Provide adequate staff to answer questions from members of the media.
- ☐ Interact with other CEOC sections, branches, and units to provide and obtain information relative to public information operations.

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- ☐ Develop content for Monterey County Operational Area Emergency Alert System (EAS) releases. Monitor EAS releases as necessary.
- ☐ In coordination with other CEOC sections and as approved by the Emergency Services Director, issue timely and consistent advisories and instructions for life safety, health, and assistance for the public.
- ☐ At the request of the Emergency Services Director, prepare media briefings for members of the City Council and provide other assistance as necessary to facilitate their participation in media briefings and press conferences.
- ☐ Ensure that adequate staff is available at incident sites to coordinate and conduct tours of the disaster areas.
- ☐ Conduct and/or coordinate live media interviews as required.
- ☐ Provide sufficient staffing and telephones to efficiently handle incoming media and public calls.
- ☐ Prepare, update, and distribute to the public a Disaster Assistance Information Directory, which contains locations to obtain food, shelter, supplies, health services, etc.
- ☐ Ensure that announcements, emergency information and materials are translated and prepared for special populations (non-English speaking, hearing impaired etc.).
- ☐ Ensure that file copies are maintained of all information released.
- ☐ Provide copies of all releases to the Emergency Services Director.
- ☐ Conduct shift change briefings in detail, ensuring that in-progress activities are identified and follow-up requirements are known.
- ☐ Prepare final news releases and advise media representatives of points-of-contact for follow-up stories.

During an Emergency – Watch Phase

- ☐ Review and update this plan.
- ☐ Alert Public Information Section Staff to the situation and make tentative shift assignments, if required.
- ☐ Check to ensure that the Radio Amateur Civil Emergency Services (RACES) Team has been alerted.
- ☐ Arrange for inspection and installation of communications equipment and other supplies/equipment necessary for emergency public information functions, including television, radio, maps, automatic telephone answering equipment (if available), display charts and status boards at the CEOC.
- ☐ Respond to media and public calls.
- ☐ Review appropriate stock of emergency public information materials, including Emergency Alert System messages.
- ☐ Review emergency public information priorities.
- ☐ Make initial contact with the MoCo Op Area EOC Public Information Section Chief and Public Information Officers in other jurisdictions and at other government levels.
- ☐ Warn the public and provide instructions on how to avoid the hazard or reduce its impact.

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During an Emergency – Impact or Warning Phase

- ☐ Report to the CEOC, if activated.
- ☐ Get briefing from Emergency Services Director and establish priorities.
- ☐ Constantly evaluate the need to establish field sites.
- ☐ Provide at least three telephone lines exclusively for media inquiries at the CEOC and field sites.
- ☐ Release instructions that could save lives (top priority):
- ☐ Provide information on:
 - ☐ For parents on the status and actions of the schools.
 - ☐ Hazardous/contaminated/congested areas to avoid.
 - ☐ Curfews
 - ☐ Road, bridge, freeway overpass and dam conditions.
 - ☐ Evacuation:
 - ☐ Routes.
 - ☐ Instructions (include what to do if vehicle breaks down).
 - ☐ Arrangements for persons without transportation.
 - ☐ Location of shelter/medical/coroner facilities, food, safe water.
 - ☐ Status of hospitals.
 - ☐ First-aid information.
 - ☐ Firefighting instructions.
 - ☐ Emergency telephone number (stress to out-of-area media that people should NOT telephone into the area).
 - ☐ Instructions/precautions about utility use, sanitation, how to turn off utilities.
 - ☐ Essential services available-hospitals, grocery stores, banks, pharmacies, etc.
 - ☐ Weather hazards, if needed.
- ☐ See hazard-specific checklists for samples of releases to be made during specific emergencies.
- ☐ Obtain periodic situation updates from CEOC staff members.
- ☐ Monitor CEOC status boards and provide information to field sites, if established.
- ☐ Make situation reports and provide hard copy of news releases to the MoCo Op Area Public Information Section Chief.
- ☐ Update recorded telephone messages hourly or as situation changes.
- ☐ Release emergency status information (second priority):
 - ☐ Media hotline number. Public hotline number.
 - ☐ Description of the emergency, including number of deaths and injuries, property damage, persons displaced.
 - ☐ Description of government and private response efforts (shelter, medical, search and rescue, emergency repair, debris clearance, fire/flood fighting, etc.).
 - ☐ Status of local and Governor's Proclamation, Presidential Declaration.
 - ☐ Where people should report or call to volunteer.
 - ☐ Damage assessment figures when available.
- ☐ Monitor published and broadcast emergency public information for accuracy. Correct serious mistakes whenever possible.

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- ☐ Provide enough staff and telephones to handle incoming media and public calls and to gather status information.
- ☐ Ensure that official spokespersons are thoroughly briefed about all aspects of the emergency.
- ☐ Keep the Emergency Services Director informed of all actions taken or planned.
- ☐ Keep a file of all information, instructions and advice released to the public.
- ☐ Fully mobilize the emergency public information organization, determine shift assignments and brief emergency public information staff on the current situation.
- ☐ Request staff support, as needed, from Personnel/Volunteer Unit.
- ☐ Release general survival/self-help information as appropriate. Dispatch on-scene Public Information Team, if necessary.
- ☐ Determine the status of local media outlets and telephone service. If telephones are not in service, coordinate with the MoCo Op Area EOC Auxiliary Communications Support Officer (ACSO) to set up an amateur radio (RACES) relay system for use by public information staff at local radio stations.
- ☐ Coordinate Emergency Alert System (EAS) releases with the MoCo Op Area EOC Public Information Section Chief.
- ☐ Post hard copy of news releases and distribute.
- ☐ Attend periodic CEOC briefings and policy meetings.
- ☐ Consider additional methods of distributing emergency instructions as required.
- ☐ Arrange media briefings and press conferences on a regular or "as needed" basis. Arrange for official spokesperson. Announce briefing times. Arrange tours/filming of the area for media crew.
- ☐ Provide emergency public information in other languages, as required.
- ☐ Conduct situation briefings for visitors. Arrange accommodation and transportation for official visitors and media, as necessary.
- ☐ Periodically check Section Staff for signs of agitation or fatigue and reassign or relieve them, if possible.

After an Emergency

- ☐ Update media contact lists.
- ☐ Assemble and check financial records; forward to Finance/Administration Section.
- ☐ Continue to release status information on request.
- ☐ Release information on restoration of utilities and any travel restrictions still in effect.
- ☐ Release other useful information:
 - ☐ State/Federal assistance available.
 - ☐ Disaster Assistance Center opening dates/times.
 - ☐ Historical events of this nature.
 - ☐ Charts/photographs/statistics from past events.
 - ☐ Human interest stories.
 - ☐ Acts of heroism.
 - ☐ Historical value of property damaged/destroyed.
 - ☐ Prominence of those killed/injured.

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- ☐ Gather all records kept during all phases of the emergency and prepare a chronological summary of all events, actions taken, inquiries made and responses given. Collect newspaper clippings and TV videotapes, if available.
- ☐ Survey Staff and local media for suggestions on how to improve the public information response to future emergencies.

Deactivation Actions

- ☐ Comply with the Universal Deactivation Checklist.

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• **RESPONSE CHECKLISTS FOR DISSEMINATION UNIT LEADER**

☒ **CHECKLIST FOR ALL MAJOR EMERGENCIES/DISASTERS** ☒

Before an Emergency

- ☐ Maintain an updated media contact list. Date last reviewed: _____.

During an Emergency - Activation Actions

- ☐ Comply with the Universal Activation and Operational Checklist.

Operational Actions

- ☐ Operate a telephone bank for receiving incoming inquiries from the public.
- ☐ Ensure that a rumor control function is established to correct false or erroneous information. Correct rumors by providing information based on confirmed data.
- ☐ Establish a "Disaster Hotline" recorded message and provide an updated message periodically.
- ☐ Obtain policy guidance from the Public Information Section Chief/Public Information Officer (PIO) regarding media releases.
- ☐ Keep the Public Information Section Chief advised of all unusual requests for information and of all major critical or unfavorable media comments. Recommend procedures or measures to improve media relations.
- ☐ Develop and publish a media-briefing schedule, to include location, format, and preparation and distribution of handout materials.
- ☐ Implement and maintain an overall information release program.
- ☐ Develop content for Op Area Emergency Alert System (EAS) releases. Monitor EAS releases as necessary.
- ☐ In coordination with other CEOC sections and as approved by the Emergency Services Director, issue timely and consistent advisories and instructions for life safety, health, and assistance for the public.
- ☐ At the direction of the Public Information Section Chief, prepare media briefings for members of the City Council and provide other assistance as necessary to facilitate their participation in media briefings and press conferences.
- ☐ Provide sufficient staffing and telephones to efficiently handle incoming media and public calls.
- ☐ Ensure that announcements, emergency information and materials are translated and prepared for special populations (non-English speaking, hearing impaired, etc.).
- ☐ Ensure that file copies are maintained of all information released.
- ☐ Provide copies of all releases to the Emergency Services Director.
- ☐ Conduct shift change briefings in detail, ensuring that in-progress activities are identified and follow-up requirements are known.
- ☐ Prepare final news releases and advise media representatives of points-of-contact for follow-up stories.

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During an Emergency – Watch Phase

- ☐ Arrange for inspection and installation of communications equipment and other supplies/equipment necessary for emergency public information functions, including television, radio, maps, automatic telephone answering equipment (if available), display charts and status boards at the CEOC.
- ☐ Respond to media and public calls.
- ☐ Review appropriate stock of emergency public information materials, including Emergency Alert System messages.
- ☐ Review emergency public information priorities.
- ☐ Warn the public and provide instructions on how to avoid the hazard or reduce its impact.

During an Emergency – Impact or Warning Phase

- ☐ Get briefing from Public Information Section Chief and establish priorities.
- ☐ Report to designated stations near the Emergency Operations Center.
- ☐ Provide at least three telephone lines exclusively for media inquiries at the CEOC and field sites.
- ☐ Release instructions that could save lives (top priority):
 - ☐ Information for parents on the status and actions of the schools.
 - ☐ Hazardous/contaminated/congested areas to avoid.
 - ☐ Curfews.
 - ☐ Road, bridge, freeway overpass and dam conditions.
 - ☐ Evacuation:
 - ☐ Routes.
 - ☐ Instructions (include what to do if vehicle breaks down).
 - ☐ Arrangements for persons without transportation.
 - ☐ Location of shelter/medical/coroner facilities, food, safe water.
 - ☐ Status of hospitals.
 - ☐ First-aid information.
 - ☐ Firefighting instructions.
 - ☐ Emergency telephone number (stress to out-of-area media that people should **NOT** telephone into the area).
 - ☐ Instructions/precautions about utility use, sanitation, how to turn off utilities.
 - ☐ Essential services available-hospitals, grocery stores, banks, pharmacies, etc.
 - ☐ Weather hazards, if needed.
- ☐ Make situation reports and provide hard copies of news releases to the MoCo Op Area Public Information Officer.
- ☐ Update recorded telephone messages hourly or as situation changes.
- ☐ Release emergency status information (second priority):
 - ☐ Media hotline number. Public hotline number.
 - ☐ Description of the emergency, including number of deaths and injuries, property damage, and persons displaced.

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- ☐ Description of government and private response efforts (shelter, medical, search and rescue, emergency repair, debris clearance, fire/flood fighting, etc.).
- ☐ Status of local and Governor's Proclamation, Presidential Declaration.
- ☐ Where people should report or call to volunteer.
- ☐ Damage assessment figures when available.
- ☐ Ensure enough staff and telephones to handle incoming media and public calls and to gather status information.
- ☐ Ensure that official spokespersons are thoroughly briefed about all aspects of the emergency.
- ☐ Keep the Public Information Section Chief informed of all actions taken or planned.
- ☐ Keep a file of all information, instructions, and advice released to the public.
- ☐ Post hard copy of news releases and distribute.
- ☐ Attend periodic CEOC briefings and policy meetings.
- ☐ Consider additional methods of distributing emergency instructions as required.
- ☐ Coordinate with the Public Information Section Chief on media briefings and press.
- ☐ Provide emergency public information in other languages, as required.
- ☐ Conduct situation briefings for visitors. Arrange accommodation and transportation for official visitors and media, as necessary.
- ☐ Periodically check information staff for signs of agitation or fatigue and reassign or relieve them, if possible.

After an Emergency

- ☐ Update media contact lists.
- ☐ Assemble and check financial records; forward to Finance/Administration Section.
- ☐ Continue to release status information on request.
- ☐ Release information on restoration of utilities and any travel restrictions still in effect.
- ☐ Release other useful information:
 - ☐ State/Federal assistance available.
 - ☐ Disaster Assistance Center opening dates/times.
 - ☐ Historical events of this nature.
 - ☐ Charts/photographs/statistics from past events.
 - ☐ Human interest stories.
 - ☐ Acts of heroism.
 - ☐ Historical value of property damaged/destroyed.
 - ☐ Prominence of those killed/injured.
- ☐ Gather all records kept during all phases of the emergency and prepare a chronological summary of all events, actions taken, inquiries made and responses given. Collect newspaper clippings and TV videotapes, if available.
- ☐ Survey staff and local media for suggestions on how to improve the public information response to future emergencies.

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Deactivation Actions

- ☐ Comply with the Universal Deactivation Checklist.

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• **RESPONSE CHECKLISTS FOR INFORMATION COLLECTION UNIT LEADER**

☒ **CHECKLIST FOR ALL MAJOR EMERGENCIES/DISASTERS** ☒

During an Emergency - Activation Actions

- ☐ Comply with the Universal Activation and Operational Checklist.

Operational Actions

- ☐ Obtain "confirmed" disaster information.
- ☐ Operate a telephone bank for both receiving incoming calls and soliciting information.
- ☐ Refer inquiries from members of the media to the Public Information Section Chief or the Dissemination Unit Leader.
- ☐ Obtain policy guidance from the Public Information Section Chief.
- ☐ Keep the Public Information Section Chief advised of all unusual requests for information.
- ☐ Coordinate with the Situation Status Unit and identify methods for obtaining and verifying significant information as it is developed.
- ☐ Implement and maintain an overall internal information dissemination program.
- ☐ Maintain up-to-date status boards and other references in the CEOC.
- ☐ Log names of agencies/organizations involved in the emergency.
- ☐ Interact with other CEOC sections, branches, and units to obtain information relative to public information operations.
- ☐ Monitor EAS releases as necessary.
- ☐ Ensure that aggressive action is taken to establish effective rumor control.
- ☐ Prepare, update, a Disaster Assistance Information Directory, which contains locations to obtain food, shelter, supplies, health services, etc.
- ☐ Monitor broadcast media, use information to develop follow-up news releases and rumor control.
- ☐ Conduct shift change briefings in detail, ensuring that in-progress activities are identified and follow-up requirements are known.

During an Emergency – Watch Phase

- ☐ Review and update this plan.
- ☐ Respond to media and public calls.
- ☐ Review emergency public information priorities.
- ☐ Make initial contact with Public Information Officers in other jurisdictions and at other government levels.

During an Emergency – Impact or Warning Phase

- ☐ Get briefing from Public Information Section Chief and establish priorities.
- ☐ Report to designated stations near the CEOC.
- ☐ Read this entire checklist.
- ☐ Maintain a Unit Event Log.
- ☐ Obtain periodic situation updates from CEOC Staff.

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- ☐ Monitor CEOC status board to obtain updated situational information. Provide to the Dissemination Unit Leader.
- ☐ Provide enough staff and telephones to gather situational information.
- ☐ Keep the Public Information Section Chief informed of all actions taken or planned.
- ☐ Fully mobilize the emergency public information organization, determine shift assignments and brief emergency public information staff on the current situation.
- ☐ Request staff support, as needed, from Personnel Unit
- ☐ Attend periodic CEOC briefings and policy meetings.

After an Emergency

- ☐ Update information source contact lists.
- ☐ Assemble and check financial records; forward to Finance/Administration Section.
- ☐ Develop a record of all agencies and organizations involved in the emergency.

Deactivation Actions

- ☐ Comply with the Universal Deactivation Checklist.

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

Annex C – CEOC Communications

General

This annex provides the CEOC Communications Plan and supporting information.

Radio Communications

The following channels will be utilized by City of Carmel agencies during an activation of the CEOC. The channels indicated in **bold** are considered disaster channels and will be available in the CEOC for utilization by the appropriate members of the CEOC Staff.

USE	CHANNEL	REMARKS
Disaster/Major Incident Command	MOCO Command (C-1)	DHS Interoperability Command Channel
Disaster/Major Incident Command	MOCO Command (C-2)	DHS Interoperability Command Channel
Disaster/Major Incident Command	MOCO Command (C-3)	DHS Interoperability Command Channel
County Fire Incident Dispatch	MOCO Command (C-4)	Carmel, Carmel Valley & Pacific Grove
County Fire Incident Dispatch	MOCO Command (C-5)	Monterey, Seaside, and Monterey Airport
County Fire Incident Dispatch	MOCO Command (C-6)	North County & South Salinas Valley
County Fire Incident Dispatch	MOCO Command (C-7)	Salinas
Fire Tactical	TAC-1	DHS Interoperability Tactical Channel (All Agencies)
Fire Tactical	TAC-2	DHS Interoperability Tactical Channel (All Agencies)
Fire Tactical	TAC-3	Monterey County Fire Tactical Channel
Fire Tactical	TAC-4	Monterey County Fire Tactical Channel
Fire Tactical	TAC-5	Monterey County Fire Tactical Channel

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Fire Tactical	TAC-6	Monterey County Fire Tactical Channel
Fire Tactical	White 1	State Mutual Aid
Fire Tactical	White 2	State Mutual Aid
Fire Tactical	White 3	State Mutual Aid
Police Command	Carmel PD	For Dispatch
Police Tactical	Local Government (Channel 4)	
Police Tactical	Channel 5	
Fire-Police Coordination	CALCORD	Inter-Agency Coordination/Operability
Police Coordination	CLEMARS	Law Inter-Agency Coordination/Operability
Public Works Command	Local Government (Channel 4)	
Public Works Tactical	Local Government (Channel 4)	
CEOC Command	Local Government (Channel 4)	CEOC Activation & Disaster Communications
Police Tactical	Channel 5	CEOC Activation & Disaster Communications
Public Works Tactical	Local Government (Channel 4)	CEOC Activation & Disaster Communications
MOCO Op Area EOC Command	EOC-to-EOC Command Net	MOCO Op Area EOC Activation & Disaster Communications

Telephonic Communications

The following telephone numbers will be available in the CEOC for use during activation. Each position in the CEOC has access to all or the majority of these lines. See **Annex D -- CEOC Facilities and Equipment Requirements** for specific positional assignments.

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POLICE DEPARTMENT LINES

USE	NUMBER	REMARKS
Primary PD Line	(831) 624-6403	
Secondary. PD Line	(831) 624-6404	
	(831) 624-2365	Private Number
	(831) 624-4244	Outbound Only
	(831) 624-4794	Outbound Only
EOC 6	(831) 624-4857	Non Public Number for CEOC Use Only
EOC 7	(831) 624-3543	Non Public Number for CEOC Use Only
EOC 8	(831) 624-3651	Non Public Number for CEOC Use Only

CITY LINES

Primary FD Line	(831) 620-2030	
Secondary FD Line	(831) 620-2031	
Planning Dept. Line	(831) 620-2011	
Planning Dept. Line	(831) 620-2010	
Primary City Hall Line	(831) 620-2000	
City Hall Line	(831) 620-2001	
City Hall Line	(831) 620-2002	
	(831) 620-2084	
Director of Public Safety	(831) 620-2029	
Community Services	(831) 620-2020	
	(831) 620-2025	
Extra Line	(831) 620-2080	
Extra Line	(831) 620-2081	
Public Works	(831) 620-2070	
Public Works	(831) 620-2071	
Extra Line	(831) 620-2099	

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Carmel Emergency Operations Center (CEOC) E-Mail Address

The universal e-mail address for the CEOC is: carneleoc@ci.carmel.ca.us or ptomasi@ci.carmel.ca.us

Resource Information Management System (RIMS)

WebEOC is a web-based system employed by the Governor's Office of Emergency Services and the Monterey County Operational Area for communicating disaster related information within the emergency management infrastructure. The City has implemented WebEOC in the Carmel Emergency Operations Center (CEOC). WebEOC will be the primary means of both external and internal communications for the CEOC Staff.

Alert Monterey County System:

Telephone Emergency Notification System (TENS)

In the event that evacuation of any portion of the City is required, the use of the Telephone Emergency Notification System (TENS), **AlertMontereyCounty.org** provides the Incident Commander with a real time means of notifying residents in a specific defined area. The City of Carmel-by-the-Sea has no physical addresses which limits our ability to select a desired location within our boundaries to notify. In the event a notification is needed, the entire Carmel-by-the-Sea area (93923) will be selected and notified. Alert Monterey County, frequently referred to as a "reverse 9-1-1 system", is activated by contacting the Watch Supervisor at the Monterey County Emergency Communications Center or the Monterey County Office of Emergency Services. Alert Monterey County also has an opt-in way to receive alerts directly to your cell phone or email address. Incident Commanders desiring to use Alert Monterey County should have a clear picture of the area or areas by streets that need to be evacuated in order that the system can be properly programmed and activated. **(See Annex F – Key Points of Contact.)** (Note: Specific protocols for the implementation of Alert Monterey County that will allow direct interface with the web site by individual jurisdictions are under development. Until these protocols are promulgated, Alert Monterey County will be activated by the Emergency Communications Center Watch Supervisor by calling **(831) 796-8888.**)

Alert Monterey County's Internal Notifications:

Alert Monterey County has an internal notification capability which can greatly assist with notification of EOC staff. The system works off an internal directory, which once entered can be utilized for rapid notifications to selected personnel.

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Other Communications Resources

- **Mobile App (NextDoor):**

The mobile phone App NextDoor is used by the police department to push out information. This is another way critical information can be shared with the community. The NextDoor app is available to residents of 93921 and 93923. Although this is also an address-based notification system, NextDoor has made this app available to CBTS residents.

- **Emergency Siren:**

In the event of a sudden emergency, the Fire department has located on its roof an emergency siren. This is a former Air Raid siren used to summon volunteer firefighters. It is now a useful emergency alerting system should the City have the need to alert the entire community with its use. The use of the siren should be in conjunction with other alerting mechanisms to ensure communication efforts are reached throughout the City.

Radio Amateur Civil Emergency Services (RACES)

Within the Monterey County Operational Area, amateur radio operators are organized under RACES. The Monterey County Operational Area Auxiliary Communications Support Officer (ACSO). Pacific Grove amateur radio operators operate under a plan dated August 1991 and approved by the Monterey County Emergency Services Manager. RACES operators utilize their own equipment and can provide fixed locations or mobile communication services. To ensure insurance coverage, operators should be registered as Disaster Service Workers. Registration is normally handled by the ACSO.

The following communications resources may be available on request:

- **Satellite Trailer Communications System.** This unit provides satellite telephone services and can be deployed to support an incident. It should be requested from the Monterey County Office of Emergency Services.

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Annex E – CEOC Forms & Associated Documentation

General

This annex contains examples of CEOC Forms and associated documentation to be employed during activation. The forms included herein are the basic forms needed to support a CEOC activation. Additional forms may be developed by the CEOC Staff at their discretion.

Forms

The following forms are contained in this annex.

- **Incident Action Plan (IAP) – Page E-2-A.**
- **Situation Report (SITREP) – Page E-3-A.**
- **Initial Damage Estimate (IDE) Report – Page E-4-A.**
- **Public Information Forms – Page E-5-A.**
- **Staff Time Log – Page E-6-A.**
- **Carmel Emergency Bulletin (CEMERBULL) – Page E-7-A.**
- **After Action Report (AAR) – Page E-8-A.**
- **All Hazard Incident Report Card- Page E-8-A.** (see note)
- **Storm Incident Report card- Page E-9A.** (see note)
- **Phone Message Report Card- Page E-10-A.** (see note)
- **Requisition/Finance Tracking Form- Page E-11-A.**

Note: These forms are unique to the City’s PSAP role during a major emergency/disaster. See **Forms Unique to PSAP Function during a Major Emergency/Disaster** on Pages 43 and 44 for additional information.

ICS Forms:

The following standard ICS Forms may be used during a CEOC activation as required and at the discretion of the Incident Commander:

- **ICS Form 201**—Incident briefing
- **ICS Form 202**—Incident Objectives
- **ICS Form 203**—Organization Assignment List
- **ICS Form 204**—Assignment List

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- **ICS Form 205**—Incident Radio Communications Plan
- **ICS Form 206** – Medical Plan
- **ICS Form 207**—Organizational Chart
- **ICS Form 209** – Incident Status Summary
- **ICS Form 210** –Status Change Card
- **ICS Form 211**—Check-in List
- **ICS Form 214**—Unit Log
- **ICS Form 215**—Operational planning Worksheet
- **ICS Form 215a**—Incident Action Plan Safety Analysis
- **ICS form 221**—Demobilization Plan
- **ICS form 221, page 1**
- **Instructions for Completing the Demobilization Checkout**
- **ICS Form 226** -- Individual Personnel Rating
- **ICS Form 308**—Resource Order Form- Front
- **ICS Form 308--** Resource Order Form-Back
- **ICS Form 308--** Resource Order Form-Example

Note:

1. A Complete list of current FEMA ICS Forms in PDF Format can be found at http://training.fema.gov/EMIweb/IS/ICSResource/ICSResCntr_forms.htm
 2. FEMA ICS Forms are contained on Web EOC.
- City Forms will be incorporated in WebEOC when the system becomes operable.

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Annex F – Key Points of Contact

General

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

Points of Contact

- **City of Carmel:**

- Emergency Services Director/City Administrator (Chip Rerig) – (831) 620-2000/2058
E-Mail: crerig@ci.carmel.ca.us
- Assistant Emergency Services Director/ Director of Public Safety (Paul Tomasi) – (831) 624-6403/620-2029
E-Mail: ptomasi@ci.carmel.ca.us
- Assistant City Administrator – (Maxine Gullo) – (831) 620-2000/2008
E-Mail: mgullo@ci.carmel.ca.us
- City Attorney – (Brian Pierik) – (831) 373-7500
E-Mail: BPierik@bwsllaw.com
- Police Administrative Sergeant (Jeff Watkins) – (831) 624-6403/620-1227
E-Mail: mbruno@ci.carmel.ca.us
- Fire Chief (Interim Andrew Miller) – (831) 620-2030/646-3900
E-Mail: amiller@ci.carmel.ca.us
- Asst. Fire Chief (Jim Courtney)- (831) 620-2030/646-3900
E-Mail: jcourtney@ci.carmel.ca.us
- Fire Captain (Duty) – (831) 620-2030
E-Mail:
- Building Official (Jermel Laurie) – (831) 620-2022/869-6583
E-Mail: jlaurie@ci.carmel.ca.us
- Public Services Director (Robert Harary) – (831) 620-2021/869-6625
E-Mail: rharary@ci.carmel.ca.us
- Community Services Director (Ashlee Wright) – (831) 624-1366
E-Mail: awright@ci.carmel.ca.us
- Community Planning & Building Director (Brandon Swanson) – (831) 620-2024/428-3500
E-Mail: bswanson@ci.carmel.ca.us

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- Director of Contracts and Budgets (Marissa Bermudez) – (831) 620-2009
E-Mail: mbermudez@ci.carmel.ca.us
- City Forester (Vacant) – (831) 620-2073
E-Mail: @ci.carmel.ca.us
- Universal CEOC E-Mail Address -- carmeleoc@ci.carmel.ca.us
- **Monterey County Operational Area/Office of Emergency Services:**
 - Office of Emergency Services – (831) 796-1900
 - Emergency Services Manager (Gerry Malais) -- (831) 796-1901
E-Mail: MalaisG@co.monterey.ca.us (831) 517-5207
 - Emergency Services Planner (Pat Moore) – (831) 796-1904
E-Mail: MoorePQ@co.monterey.ca.us
 - Emergency Services Planner (Kelsey Scanlon) – (831) 796-1902
E-Mail: ScanlonK@co.monterey.ca.us (831) 643-5167
 - Emergency Services Planner (Justin Lin) – (831) 796-1903
E-Mail: LinJl@co.monterey.ca.us
 - Emergency Services Senior Secretary (Teresa Meister) – (831) 796-1900
E-Mail: meister@co.monterey.ca.us
- **Monterey County Operational Area EOC:**
 - **Command Section**
 - Emergency Services Director – (831) 796-1920
E-Mail: None
 - Chief of Staff – (831) 796-1921
E-Mail: None
 - Counsel – (831) 796-1923
E-Mail: None
 - Liaison – (831) 796-1922
E-Mail: None
 - Safety Officer – (831) 796-1905
E-Mail: None
 - **Operations Section**
 - Operations Section Chief – (831) 796- 1930
E-Mail: 295-ops@co.monterey.ca.us
 - Assistant Operations Section Chief – (831) 796- 1931
E-Mail: None
- Operations Section Emergency Services Branches**
 - Fire Operations Branch – (831) 796-1932

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E-Mail: 295-fire&rescue@co.monterey.ca.us

- Assistant Fire Operation/HAZMAT – (831) 796-1932
E-Mail: 295-fire&rescue@co.monterey.ca.us
- Law Operations Branch – (831) 796-1932
E-Mail: 295-law@co.monterey.ca.us
- Assistant Law Operations/Movement – (831) 796-1932
E-Mail: 295-law@co.monterey.ca.us
- CHP Operations – (831) 796-1932
E-Mail: 295-chp@co.monterey.ca.us
- Engineering Operations Branch – (831) 796-1932
E-Mail: 295-engineering@co.monterey.ca.us
- Assistant Engineering Operations – (831) 796-1932
E-mail: 295-engineering@co.monterey.ca.us
- Air Operations Branch – (831) 796-1939
E-mail: None
- Military Liaison/CNG – (831) 796-1940
E-mail: None
- MCOE – (831) 796-6454
E-mail: None
- Coroner – (831) 796-6472
E-mail: None

Operations Section-Human Services Branches

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

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

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○ **Finance/Administration Section**

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

○ **Public Information Section**

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

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

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

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Annex G – Glossary of Terms and Acronyms

General

This annex provides a listing of commonly used emergency services terms, acronyms, and abbreviations. It is intended to provide a ready reference for members of the CEOP Staff who do not work in the emergency services profession on a daily basis.

Key NIMS Terms and Acronyms

Agency: A division of government with a specific function offering a particular kind of assistance. In ICS, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance).

Agency Representative: A person assigned by a primary, assisting, or cooperating Federal, State, local, or tribal government agency or private entity that has been delegated authority to make decisions affecting that agency or organization's participation in incident management activities following appropriate consultation with the leadership of the agency.

Area Command (Unified Area Command): An organization established (1) to oversee the management of multiple incidents that are each being handled by an ICS organization, or (2) to oversee the management of large or multiple incidents to which several Incident Management Teams have been assigned. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed, and ensure that objectives are met, and strategies followed. Area Command becomes Unified Area Command when incidents are multi-jurisdictional. Area Command may be established at an emergency operations center facility or at some location other than an incident command post.

Assessment: The evaluation and interpretation of measurements and other information to provide a basis for decision-making.

Assignments: Tasks given to resources to perform within a given operational period that are based on operational objectives defined in the Incident Action Plan (IAP).

Assistant: Title for subordinates for principal Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. Assistants may also be assigned to unit leaders.

Assisting Agency: An agency or organization providing personnel, services, or other resources to the agency with direct responsibility for incident management. See also **Supporting Agency**.

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Available Resources: Resources assigned to an incident, checked in, and available for a mission assignment, normally located in a Staging Area.

Branch: The organizational level having functional or geographical responsibility for major aspects of incident operations. A branch is in the organizational situation between the section and the division or group in the Operations Section, and between the section and units in the Logistics Section. Branches are identified using Roman numerals or by functional area.

Chain of Command: A series of command, control, executive, or management positions in hierarchical order of authority.

Check-In: The process through which resources first report to an incident. Check-in locations include the incident command post, Resources Unit, incident base, camps, staging areas, or directly on the site.

Chief: The ICS title for individuals responsible for management of functional sections: Operations, Planning/Intelligence, Logistics, Finance/Administration, and Public Information. (The Public Information Officer may be assigned as a member of the Command Staff.)

Command: The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

Command Staff: In an incident management organization, the Command Staff consists of the Incident Command and the special staff positions of Safety Officer, Liaison Officer, Safety Officer, and other positions as required, who report directly to the Incident Commander/Emergency Services Director. They may have an assistant or assistants, as needed. (Author's Note: The Public Information Officer may be assigned as a member of the Command Staff as the section chief of the Public Information Section.)

Command Operating Picture: A broad view of the overall situation as reflected by situation reports, aerial photography, and other information or intelligence.

Communications Unit: An organizational unit in the Logistics Section responsible for providing communications services at an incident or an EOC. A Communications Unit may also be a facility (e.g., a trailer or mobile van) used to support an Incident Communications Center.

Continuity of Government (COG): The ability of a governmental entity to continue governmental functions while impacted by a major emergency. This term is usually associated with the impact of a pandemic but can be applicable to any emergency situation in which a sizable number of key personnel are debilitated or otherwise unavailable for duty.

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Continuity of Operations (COOP): The ability of a governmental entity to continue the full spectrum of its operations while impacted by a major emergency. This term is usually associated with the impact of a pandemic but can be applicable to any emergency situation in which a sizable number of key personnel are debilitated or otherwise unavailable for duty.

Cooperating Agency: An agency supplying assistance other than direct operational or support functions or resources to the incident management effort.

Coordinate: To advance systematically an analysis and exchange of information among principals who have or may have a need-to-know certain information to carry out specific incident management responsibilities.

Deputy: A fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operation or perform a specific task. In some cases, a deputy can act as relief for a superior and, therefore, must be fully qualified in the position. Deputies can be assigned to the Incident Commander, General Staff, and Branch Directors.

Dispatch: The ordered movement of a resource or resources to an assigned operational mission or an administrative move from one location to another.

Division: The partition of an incident into geographical areas of operation. Divisions are established when the number of resources exceeds the manageable span of control of the Operations Chief. A division is located within the ICS organization between the branch and resources in the Operations Section.

Emergency: Absent a Presidentially declared emergency, any incident(s), human-caused or natural, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.

Emergency Operations Centers (EOCs): The physical location at which the coordination of information and resources to support domestic incident management activities normally takes place. An EOC may be a temporary facility or may located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., Federal, State, regional, county, city, tribal), or some combination thereof.

Emergency Operations Plan (EOP): The “steady state” plan maintained by various jurisdictional levels for responding to a wide variety of potential hazards.

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Emergency Public Information (EPI): Information that is disseminated primarily in anticipation of an emergency or during an emergency. In addition to providing situational information to the public, it also frequently provides directive actions required to be taken by the general public.

Emergency Response Provider: Includes Federal, State, local, and tribal emergency public safety, law enforcement, emergency response, emergency medical (including emergency hospital facilities), and related personnel, agencies, and authorities. See Section 2 (6), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002). Also known as **Emergency Responder**.

Evacuation: Organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas.

Evacuation Collection Point (ECP): A pre-designated location or facility to which evacuees can be directed for initial assessment and possible movement to a shelter facility.

Event: A planned, non-emergency activity. ICS can be used as the management system for a wide range of events, e.g., parades, concerts, or sporting events.

Federal: Of or pertaining to the Federal Government of the United States of America.

Function: Function refers to the six major activities in ICS: Command, Operations, Planning and Intelligence, Logistics, Finance/Administration, and Public Information. The term is also used when describing the activity involved, e.g., the planning function.

General Staff: A group of incident management personnel organized according to function and reporting to the Incident Commander (Emergency Director). The General Staff normally consists of the Operations Section Chief, the Planning/Intelligence Section Chief, the Logistics Section Chief, the Finance/Administration Section Chief, and the Public Information Section Chief.

Group: Established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. Groups, when activated, are located between branches and resources within the Operations Section.

Hazard: Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.

Incident: An occurrence or event, natural or human-caused, that requires an emergency response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, wildland and urban fires, floods,

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hazardous material spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical and winter storms, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

Incident Action Plan (IAP): an oral or written plan containing general objective reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide directions and important information for management of the incident during one or more operational periods.

Incident Command Post (ICP): The field location at which the primary tactical-level (field), on-scene incident command functions are performed. The ICP may be collocated with the incident base or other incident facilities and is normally identified by a green flashing or rotating light.

Incident Command System (ICS): A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single and multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures and communications operating within a command organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

Incident Commander (IC): The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site. (Author's Note: In terms of the Carmel Emergency Operations Plan and the activation of the Carmel Emergency Operations Center (CEOP), the terms Incident Commander and Emergency Director are used interchangeably.)

Incident Management Team (IMT): The IC and appropriate Command and General Staff personnel assigned to the incident.

Incident Objectives: Statements of guidance and direction necessary for selecting appropriate strategy(s) and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished with the resources that have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow strategic and tactical alternatives.

Initial Action: The actions taken by those responders first to arrive at an incident site.

Initial Response: Resources initially committed to an incident.

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Intelligence Officer: The Intelligence Officer is responsible for managing internal information, intelligence, and operational security requirements supporting incident management activities. These may include security and operational security activities, as well as the complex task of ensuring that sensitive information of all types (e.g., classified information, or export-controlled information) is handled in a way that not only safeguards the information, but also ensures that it gets to those who need to use it to perform their missions effectively and safely.

Joint Information Center (JIC): A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media at the scene of the incident. Public information officials (officers) from all participating agencies should collocate at the JIC. (Author's Note: It should be anticipated that the JIC will be collocated at the Monterey County Operational Emergency Operations Center or in the vicinity thereto.)

Joint Information System (JIS): Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, timely information during a crisis or incident operations. The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages and bulletins; developing, recommending, and executing public information plans and strategies on behalf of the IC; advising the IC concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.

Jurisdiction: A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., city, county, tribal, State, or Federal boundary lines) or functional (e.g., law enforcement, public health).

Liaison: A form of communication for establishing and maintaining mutual understanding and cooperation.

Liaison Officer: A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies. (Author's Note: This responsibility can be extended to include coordinating with political leaders representing districts and/or jurisdictions containing the incident area.)

Local Government: A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under State law), regional or interstate government entity, or agency or instrumentality of a local government; an Indian tribe or authorized tribal organization, or in Alaska, a Native village or Alaska Regional Native Corporation; a rural community,

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unincorporated town or village, or other public entity. See Section 2 (10), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

Logistics: Providing resources and other services to support incident management.

Logistics Section: The section responsible for providing facilities, services, and material support for the incident.

Major Disaster: As defined under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5122), a major disaster is any natural catastrophe (including hurricane, tornado, storm, high water, wind-driven water (storm surge), tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought), or regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under this Act to supplement the efforts of available resources of States, tribes, local governments, and disaster relief organization in alleviating the damage, loss, hardship, or suffering caused thereby.

Management by Objective: A management approach that involves a four-step process for achieving the incident goal. The Management by Objectives approach includes the following elements: establishing overarching objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable objectives for various incident management functional activities and directing efforts to fulfill them, in support of defined strategic objectives; and documenting the results to measure performance and facilitate corrective action.

Mitigation: The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident. Mitigation measures are often informed by lessons learned from prior incidents. Mitigation involves ongoing actions to reduce exposure, probability of, or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts, and analysis of hazard-related data to determine where it is safe to build or locate temporary facilities. Mitigation can include efforts to educate governments, businesses, and the public on measures they can take to reduce loss and injury.

Mobilization: The process and procedures used by all organizations—Federal, State, local, tribal—for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

Multi-Agency Coordination Entity: A multi-agency coordination entity functions within a broader multi-agency coordination system. It may establish the priorities among incidents and associated resource allocations, de-conflict agency policies, and provide strategic guidance and direction to support incident management activities.

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Multi-Agency Coordination System: Multi-agency coordination systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications system integration, and information coordination. The components of multi-agency coordination systems include facilities, equipment, emergency operations centers (EOCs), specific multi-agency coordination entities, personnel procedures, and communications. These systems assist agencies and organizations to fully integrate the subsystems of the NIMS.

Multi-Casualty Incident (MCI): An incident that results in multiple casualties that could task the receiving hospital's emergency response resources beyond its capacity. No actual number is applied to an MCI, however, practical experience indicates that most responding hospital's emergency response resources will be overtasked with five or more casualties.

Multi-Jurisdictional Incident: An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In ICS, these incidents will be managed under a Unified Command.

Mutual Aid Agreement: Written agreement between agencies and/or jurisdictions that they will assist one another on request, by furnishing personnel, equipment, and/or expertise in a specified manner.

National: Of a national character, including the Federal, State, local, and tribal aspects of governance and policy.

National Disaster Medical System (NDMS): A cooperative, asset-sharing partnership between the Department of Health and Human Services, the Department of Veterans Affairs, the Department of Homeland Security, and the Department of Defense. NDMS provides resources for meeting the continuity of care and mental health services requirements of the Emergency Support Function 8 in the Federal Response Plan.

National Incident Management System (NIMS): A system mandated by HSPD-5 that provides a consistent nationwide approach for Federal, State, local, and tribal governments, the private-sector, and nongovernmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide interoperability and compatibility among Federal, State, local, and tribal capabilities, the NIMS includes a core set of concepts, principles, and terminology. HSPD-5 identifies these as the ICS; multi-agency coordination systems; training; identification and management of resources (including systems for classifying types of resources); qualification and certification; and the collection, tracking, and reporting of information and incident resources.

National Response Plan: A plan mandated by HSPD-5 that integrates Federal domestic prevention, preparedness, response, and recovery plans into one all-discipline, all-hazards plan.

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Non-Governmental Organization (NGO): An entity with an association that is based on interests of its members, individuals, or institutions and that is not created by a government but may work cooperatively with government. Examples of NGOs include faith-based charity organizations and the American Red Cross (ARC).

Operational Period: The time scheduled for executing a given set of operational actions, as specified in the Incident Action Plan. Operational periods can be of various lengths, although usually not over 24 hours.

Operations Section: The section responsible for all tactical incident operations. In ICS, it normally includes subordinate branches, divisions, and/or groups.

Personnel Accountability: The ability to account for the location and welfare of incident personnel. It is accomplished when supervisors ensure that ICS principles and processes are functional and that personnel are working with established incident management guidelines.

Planning Meeting: A meeting held as needed prior to and throughout the duration of an incident to select specific strategies and tactics for incident control operations and for service and support planning. For larger incidents, the planning meeting is a major element in the development of the Incident Action Plan (IAP).

Planning Section: Responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the IAP. This section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

Preparedness: The range of deliberated, critical tasks and activities necessary to build, sustain, and improve operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process. Preparedness involves efforts at all levels of government and organizations to identify threats, determine vulnerabilities, and identify required resources. Within the NIMS, preparedness is operationally focused on establishing guidelines, protocols, and standards for planning, training and exercises, personnel qualification and certification, equipment certification, and publication management.

Preparedness Organizations: The groups and organizations that provide interagency coordination for domestic incident management activities in a non-emergency context. Preparedness organizations can include all agencies with a role incident management, for prevention, preparedness, response, or recovery activities. They represent a wide variety of committees, planning groups, and other organizations that meet and coordinate to ensure the proper level of planning, training, equipping, and other preparedness requirements within a jurisdiction or area.

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Prevention: Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bring them to justice.

Private Sector: Organizations and entities that are not part of any governmental structure. It includes for-profit and not-for-profit organizations, formal and informal structures, commerce and industry, and private voluntary organizations (PVOs).

Processes: Systems of operations that incorporate standardized procedures, methodologies, and functions necessary to provide resources effectively and efficiently. These include resource typing, resources ordering and tracking, and coordination.

Public Information Officer: A member of the Command Staff responsible for interfacing with the public and media or with other agencies with incident-related information requirements.

Publications Management: The publications management subsystem includes materials development, publication control, publications supply, and distribution. The development and distribution of NIMS materials is managed through this subsystem. Consistent documentation is critical to success, because it ensures that all responders are familiar with the documentation used in a particular incident regardless of the location or the responding agencies involved.

Qualification and Certification: This subsystem provides recommended qualification and certification standards for emergency responder and incident management personnel. It also allows the development of minimum standards for resources expected to have an interstate application. Standards typically include training, currency, experience, and physical and mental fitness.

Reception Area: This refers to a location separate from staging areas, where resources report for in-processing and out-processing. Reception Areas provide accountability, security, situational awareness briefing, safety awareness, distribution of IAPs, supplies and equipment, feeding, and bed down.

Recovery: The development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private-sector, nongovernmental, and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of

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incident lessons learned; post incident reporting; and development of initiatives to mitigate the effects of future incidents.

Recovery Plan: A plan developed by State, local, or tribal jurisdictions with assistance from responding Federal agencies to restore the affected areas.

Resources: Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an EOC.

Resource Management: Efficient incident management requires a system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under NIMS includes mutual-aid agreements; the use of special Federal, State, local, and tribal teams; and resource mobilization protocols.

Resources Unit: Functional unit within the Planning Section responsible for recording the status of resources committed to the incident. This unit also evaluates resources currently committed to the incident, the effects additional responding resources will have on the incident, and anticipated resource needs.

Response: Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into the nature and source of the threat; ongoing public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bring them to justice.

Run-up: A term associated with tsunamis and used to predict the height above sea level that tsunami generated waves will reach onshore. As an example, a run-up of 20 feet would mean that waves could reach as high as 20 feet above sea level. When used as a prediction, run-up usually delineates a worst case scenario.

Safety Officer: A member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations and developing measures for ensuring personnel safety.

Section: The organizational level having responsibility for a major functional area of incident management, e.g., Operations, Planning/Intelligence, Logistics, Finance/Ad-

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ministration, and Public Information. The section is organizationally situated between the branch and the Incident Command.

Shelter: A facility designated to house and feed evacuees on a temporary basis.

Span of Control: The number of individuals a supervisor is responsible for, usually expressed as the ratio of supervisors to individuals. (Under NIMS, an appropriate span of control is between 1:3 and 1:7.

Staging Area: Location established where resources can be placed while awaiting a tactical assignment. The Operations Section manages Staging Areas.

State: When capitalized, refers to any State of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands, and any possession of the United States. See Section 2 (14), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat.2135 (2002).

Strategic: Strategic elements of incident management are characterized by continuous long-term, high-level planning by organizations headed elected or other senior officials. These elements involve the adoption of long-range goals and objectives, the setting of priorities; the establishments of budgets and other fiscal decisions, policy development, and application of measures of performance and effectiveness.

Strike Team: A set number of resources of the same kind and type that have an established minimum number of personnel.

Strategy: The general direction selected to accomplish incident objectives set by the IC.

Supporting Technologies: Any technology that may be used to support the NIMS is included in this subsystem. These technologies include orthophoto mapping, remote automatic weather stations, infrared technology, and communications, among various others.

Task Force (TF): Any combination of resources assembled to support a specific mission or operational need. All resource elements within a Task Force must have common communications and a designated leader.

Technical Assistance: Support provided to State, local, and tribal jurisdictions when they have the resources but lack the complete knowledge and skills needed to perform a required activity (such as mobile-home park design and hazardous material assessments).

Terrorism: Under the Homeland Security Act of 2002, terrorism is defined as activity that involves an act dangerous to human life or potentially destructive of critical infrastructure or key resources and is a violation of the criminal laws of the United States

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or of any State or other subdivision of the United States in which it occurs and is intended to intimidate or coerce the civilian population or influence a government or affect the conduct of a government by mass destruction, assassination, or kidnapping. See Section 2 (15), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

Threat: An indication of possible violence, harm, or danger.

Tools: Those instruments and capabilities that allow for the professional performance of tasks, such as information systems, agreements, doctrine, capabilities, and legislative authorities.

Tribal: Any Indian tribe, band, nation, or other organized group or community, including any Alaskan Native Village as defined in or established pursuant to the Alaskan Native Claims Settlement Act (85 Stat. 688) [43 U.S.C.A. and 1601 et seq.], that is recognized by the United States to Indians because of their status as Indians.

Type: A classification of resources in the ICS that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size; power; capacity; or, qualifications.

Unified Area Command (UAC): A Unified Area Command is established when incidents under an Area Command are multi-jurisdictional. (See Area Command.)

Unified Command (UC): An application of ICS used when there is more than one agency with incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the UC, often the senior person from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single IAP.

Unit: The organizational element having functional responsibility for a specific incident planning, logistics, or finance/administration activity.

Unity of Command: The concept by which each person within an organization reports to one and only one designated person. The purpose of unity of command is to ensure unity of effort under one responsible commander for every objective.

Volunteer: For purposes of the NIMS, a volunteer is any individual accepted to perform services by the lead agency, which has authority to accept volunteer services, when the individual performs services without promise, expectation, or receipt of compensation for services performed. See, e.g., 16 U.S.C. 742f (c) and 29 CFR 553.101.

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Key SEMS/ICS Terms and Acronyms

Standardized Emergency Management System (SEMS): The emergency management system adopted by the State of California before the advent of NIMS. NIMS and SEMS are considered transparent.

Local Emergency Management Terms and Acronyms

California American Water (CalAm): The local provider of water services.

Carmel Regional Fire Ambulance (CRFA): The local provider of ambulance services for Carmel and Carmel Valley. The service is operated by Carmel Valley Fire Protection District with ambulances stationed at the Carmel Fire Department and the Carmel Valley Fire Protection District Stations.

Monterey County Fire Chiefs Association (MCFCA): The professional organization of Monterey County Fire Chiefs who have developed a Proximity Mutual Aid Plan for fire service operations within the Monterey County Operational Area.

Monterey County Law Chief Officers Association (MCLCOA): The professional organization of Monterey County Law Chief Officers that develops inter-operative agreements and protocols to ensure coordination of law enforcement resources.

Monterey County Operational Area (MCOA or MoCo Op Area): The Monterey County Operational Area is defined by the geographical and political boundaries of the County and consists of all jurisdictions within the County.

Monterey County Operational Area Coordinating Council (MCOACC): This body functions as the advisory body for the Operational Area.

Monterey County Water Resource Agency (MCWRA): The County agency responsible for flood control and water management.

Pacific Gas and Electric (PG&E): Local gas and electric utility company.

Temporary Assistance Center (TAC): A temporary facility established within the City of Carmel to provide assistance to evacuees or others affected by an emergency or disaster.

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**Annex H – Pre-Scripted Declarations, Carmel Emergency
Bulletins (CEMERBULLS) and Media Releases**

General

This annex provides examples of pre-scripted declarations, Carmel Emergency Bulletins, (CEMERBULLS), and other media releases to be employed during a disaster or major emergency incident. It is stressed that these examples are generic and will require editing to ensure their viability during an actual disaster.

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Emergency Declarations by the City Council and the City Administrator

• **Sample Emergency Declaration by the City Council**

Resolution No. xx - yyy)
 Proclamation of a Local Emergency)
 Within the City of Carmel, California)

This Resolution is made with reference to the following facts and circumstances:

A. The California Emergency Services Act (Government Code section 8550, et seq.) establishes procedures for proclaiming emergencies and for responding promptly to the needs that arise during emergencies; and

B. Government Code section 8630 authorizes the proclamation of a local emergency by the City Council whenever Carmel is affected or likely to be affected by a public calamity; and

C. The City Council has been requested by the City Administrator to proclaim the existence of a local emergency due to [describe conditions which warrant proclamation of a local emergency], and

D. The City Council finds that:

1. Conditions of extreme peril to property have arisen within the City of Carmel, California as the result of [insert cause here]; and
2. [Narrate the general who, what, when, where, and how of the emergency]; and
3. The foregoing conditions are or are likely to be beyond the control of the services, personnel, equipment, and facilities of the City of Carmel alone and require the combined forces of other political subdivisions to combat; and
4. The above-referenced conditions of extreme peril warrant and necessitate the proclamation of the existence of a local emergency.

NOW, THEREFORE, BE IT RESOLVED that the City Council of the City of Carmel as follows:

1. This Council hereby proclaims that a local emergency, as defined in Government Code 8558(c), now exist throughout the City of Carmel, California by reason of the foregoing recitals.
2. During the existence of said local emergency the powers, functions, and duties of the City Administrator and the Emergency Organization of this City shall be those prescribed by State law and the ordinances, resolutions, and approved plans of the City of Carmel and the County of Monterey in order to mitigate the effects of said local emergency.
3. The local emergency shall be deemed to continue until its termination is proclaimed by the City Council of the City of Carmel.

PASSED AND ADOPTED this [nth] day of [Month], [Year], upon motion of _____, seconded by _____, and carried by the following vote, to wit:

AYES:

NOES:

ABSENT:

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- **Sample Emergency Declaration by the City Council Forwarding the Original Declaration to the Governor**

Resolution No. xx - zzz)
 Request to the Governor to)
 Proclaim a "State of Emergency")
 Within Carmel, California)

This Resolution is made with reference to the following facts and circumstances:

- A. The Carmel City Council has found that due to *[place brief description of condition warranting local proclamation here]*, a condition of extreme peril did exist in the County of Monterey; and
- B. In accordance with state law, the Monterey County Board proclaimed the existence of a local emergency throughout said County effective the *[nth]* day of *[Month]*, *[Year]*; and
- C. It is now found that local resources are unable to cope with the effect of said emergency.

NOW, THEREFORE, IT IS HEREBY PROCLAIMED AND ORDERED that a copy of this proclamation be forwarded through the State Director of the Office of Emergency Services to the Governor of California with the request that he proclaim the City of Carmel to be in a state of emergency; and

IT IS FURTHER RESOLVED THAT the *[Insert appropriate City Representative here]* is hereby designated as the authorized representative of the City of Carmel for the purpose of receipt, processing, and coordination of all inquiries and requirements necessary to obtain available state and federal assistance, for the public sector.

PASSED AND ADOPTED this *[nth]* day of *[Month]*, *[Year]*, upon motion of _____, seconded by Council Member _____, and carried by the following vote, to wit:

AYES: Council Members

NOES:

ABSENT:

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• **Sample Emergency Declaration by the City Administrator**

Resolution No. xx - aaa)
 Proclamation of a Local Emergency)
 Within Monterey County, California.....)

This Resolution is made with reference to the following facts and circumstances:

A. The California Emergency Services Act (Government Code section 8550, et seq.) establishes procedures for proclaiming emergencies and for responding promptly to the needs that arise during emergencies; and

B. Section 2.64.060, Code of the City of Carmel empowers the City Administrator to proclaim the existence of a local emergency when said City is affected or likely to be affected by a public calamity and the City Council is not in session, subject to confirmation by the City Council within 7 days thereafter; and

C. The City Council has been requested by the City Administrator to proclaim the existence of a local emergency due to [describe conditions which warrant proclamation of a local emergency], and

D. The City Administrator finds that:

1. Conditions of extreme peril to property have arisen within City of Carmel, California as the result of *[insert cause here]*; and
2. *[Narrate the general who, what, when, where, and how of the emergency]*; and
3. The foregoing conditions are or are likely to be beyond the control of the services, personnel, equipment, and facilities of the City of Carmel alone and require the combined forces of other political subdivisions to combat; and
4. The above-referenced conditions of extreme peril warrant and necessitate the proclamation of the existence of a local emergency.

E. The City Administrator has made every reasonable effort to confer with one or more members of the City Council, and declares that such a conference was impossible;

NOW, THEREFORE, IT IS PROCLAIMED that a local emergency now exists through said City; and

IT IS FURTHER PROCLAIMED AND ORDERED that during the existence of said local emergency the powers, functions, and duties of the City Administrator and the Emergency Organization of this City shall be those prescribed by State law and the ordinances, resolutions, and approved plans of the City of Carmel and the County of Monterey in order to mitigate the effects of said local emergency; and

IT IS FURTHER PROCLAIMED AND ORDERED that said local emergency shall be deemed to continue to exist until its termination is proclaimed by the City Council of the City of Carmel, State of California.

SIGNED AND SUBSCRIBED AT *h:mm am/pm* this *[nth]* day of *[Month]*, *[Year]*.

Signed: _____, City Administrator

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• **Sample Emergency Declaration by the City Council Confirming City Administrator's Proclamation**

Resolution No. xx - bbb)
 Proclamation of the Confirmation)
 of City Administrator)
 Proclamation of a Local Emergency)
 Within City of Carmel, California)

This Resolution is made with reference to the following facts and circumstances:

A. The California Emergency Services Act (Government Code section 8550, et seq.) establishes procedures for proclaiming emergencies and for responding promptly to the needs that arise during emergencies; and

B. Section 264.060, Code Of the City of Carmel empowers the City Administrator to proclaim the existence of a local emergency when the City is affected or likely to be affected by a public calamity and the City Council is not in session, subject to confirmation by the City Council within 7 days thereafter;

C. Conditions or extreme peril to the safety of persons and property arose within the City of Carmel caused by *[cite cause here]* commencing on or about *[h:mm am/pm]* on the *[nth]* day of *[Month]*, *[Year]*, at which time the City Council of the City of Carmel was not in session; and

D. The City Council has been requested by the City Administrator to proclaim the existence of a local emergency due to *[describe conditions which warrant proclamation of a local emergency]*, and

E. The City Council finds that:

1. Conditions of extreme peril did warrant and necessitate proclamation of the existence of a local emergency; and

2. The City Administrator did proclaim the existence of a local emergency within the City of Carmel on the *[nth]* day of *[Month]*, *[Year]*; but only after conferring with one or more members of the Council or declaring in writing that such a conference was impossible;

NOW, THEREFORE IT IS HEREBY PROCLAIMED AND ORDERED that the Proclamation of Existence of a Local Emergency, as issued by said City Administrator, is hereby confirmed by the City Council of the City of Carmel; and

IT IS FURTHER PROCLAIMED AND ORDERED that said local emergency shall be deemed to continue to exist until its termination is proclaimed by the City Council of the City of Carmel, State of California.

PASSED AND ADOPTED this *[nth]* day of *[Month]*, *[Year]*, upon motion of _____, seconded by _____, and carried by the following vote, to wit:

AYES:

NOES:

ABSENT:

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• **Sample Extension of an Emergency Declaration by the City Council**

Resolution No. xx - ccc)
 Proclamation of the Extension of a)
 Proclamation of a Local Emergency)
 Within City of Carmel, California)

This Resolution is made with reference to the following facts and circumstances:

A. The California Emergency Services Act (Government Code section 8630, et seq.) requires that the City Council of the City of Carmel review, at least every 14 days until such local emergency is terminated, the need for continuing the local emergency; and

B. A period of local emergency presently exists in the City of Carmel in accordance with the proclamation thereof by the City *[City Administrator and its confirmation by the City Council or [City Council]* on *[nth]* day of *[Month]*, *[Year]*, as a result of conditions of extreme peril to the safety of persons and property caused by *[state cause here]*, and

C. The Carmel City Council has reviewed the need to continue the existence of local emergency; and

D. The situation resulting from said conditions of extreme peril is still deemed to be beyond the control of normal protective services, personnel, equipment, and facilities of and within the County of Monterey;

NOW, THEREFORE, the Carmel City Council, State of California, does hereby proclaim the extension of the period of local emergency for fourteen (14) additional days unless sooner terminated.

PASSED AND ADOPTED this *[nth]* day of *[Month]*, *[Year]*, upon motion of _____, seconded by _____, and carried by the following vote, to wit:

AYES:

NOES:

ABSENT:

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• **Sample Termination of an Emergency Declaration by the City Council**

Resolution No. xx - ddd)
 Termination of a Proclamation)
 Of a Local Emergency)
 Within City of Carmel, California)

This Resolution is made with reference to the following facts and circumstances:

A. A period of local emergency presently exists in the City of Carmel in accordance with the proclamation thereof by the City *[City Administrator and its confirmation by the City Council]* or *[City Council]* on *[nth]* day of *[Month]*, *[Year]*, as a result of conditions of extreme peril to the safety of persons and property caused by *[state cause here]*, and

B. The situation resulting from said conditions of extreme peril is now deemed not to be beyond the control of the normal protective services, personnel, equipment, and facilities of and within said City of Carmel;

NOW, THEREFORE, the Carmel City Council, State Of California, does hereby proclaim the termination of said period of local emergency.

PASSED AND ADOPTED this *[nth]* day of *[Month]*, *[Year]*, upon motion of Councilman _____, seconded by Councilman _____, and carried by the following vote, to wit:

AYES:

NOES:

ABSENT:

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Pre-Scripted Media Releases

- **Sample Media Release: Carmel Emergency Bulletin (SEMERBULL): Unidentified Spill/Release in Heavy Traffic Area**

This is _____ (Name) _____ at the **City of Carmel Emergency Operations Center**. An unidentified substance that may be hazardous has been (spilled/released) at (specific location). Please avoid the area where crews are responding, if possible. The best alternate routes are _____. If you are already in the area, please be patient and follow directions of emergency response personnel. Specially trained personnel will evaluate the substance and further information will be released as soon as possible.

Thank you for your cooperation.

- **Sample Media Release: Carmel Emergency Bulletin (SEMERBULL): Low Hazard/Confined Spill/Release (No General Evacuation)**

This is _____ (Name) _____ at the **City of Carmel Emergency Operations Center**. A small amount of _____, a hazardous substance has been spilled/released at _____. Streets are blocked, traffic is restricted and authorities have asked residents in the immediate block area to evacuate. Please avoid the area.

The material is slightly/highly toxic to humans and can cause the following symptoms:

If you think you may have come in contact with this material, you should (give health instructions and hot line number, if available). For your safety, please avoid the area if at all possible. Alternate routes are identified and traffic is being diverted. If you are now near the spill/release, please follow directions of emergency response personnel. Cleanup crews are on the scene.

Thank you for your cooperation.

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- **Sample Media Release: Carmel Emergency Bulletin (CEMERBULL): High Hazard/Confined Spill/Release -- General Evacuation (Advisory/Mandatory**

This is ____ (Name) ____ at the **City of Carmel Emergency Operations Center**. A large/small amount of ____, a highly hazardous substance has been spilled/released at _____. Because of the potential health hazard, authorities are (requesting/requiring) all residents within _____ (blocks/miles) of the area to evacuate. If you are within (give evacuation zone boundaries), you and your family (should/must) leave (as soon as possible/now). Go immediately to the home of a friend or relative outside the evacuation area or to (indicate shelter). If you can drive a neighbor who has no transportation, please do so. If you need transportation, call _____. Children attending the following schools: _____ (List) _____ will be evacuated to _____. Do not drive to your child's school. Pick your child up from school authorities at the evacuation center.

Listen to this station for instructions.

The material is highly toxic to humans and can cause the following symptoms:

If you are experiencing any of these symptoms, seek help at a hospital outside the evacuation area or at the evacuation center at _____.

To repeat, if you are in the area of _____ you should/must leave, for your own safety. Do not use your telephone unless you need help.

Thank you for your cooperation.

- **Sample Media Release: Carmel Emergency Bulletin (CEMERBULL): Summary Statement for the Media**

(To be adapted to the situation.)

This is ____ (Name) ____ at the **City of Carmel Emergency Operations Center**. At approximately ____ (a.m./p.m.) today, a (spill/release) of a potentially hazardous substance was reported to this office by (a private citizen, city employee etc.). (Police/fire) were immediately dispatched to cordon off the area and direct traffic. The material was later determined to be _____ (describe), a (hazardous/harmless) (chemical/substance/material/gas) which, upon contact, may produce symptoms of _____. Precautionary evacuation of the (immediate/____ block) area surrounding the spill was (requested/required) by (agency). Approximately ____ persons were evacuated. (number) clean-up crews from _____ (agency/company) were dispatched to the scene and normal traffic had resumed by (time), at which time residents were allowed to return to their homes. There were no injuries reported -OR- ____ persons, including (fire, police) personnel, were treated at area hospitals for _____ and (all, number) were later released. Those remaining in the hospitals are in _____ condition. Response agencies involved were _____.

Thank you for your cooperation.

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- **Sample Media Release: Carmel Emergency Bulletin (CEMERBULL): Road Closure**

This is _____ (Name) _____ from the **City of Carmel Emergency Operations Center**. The recent storm has caused [severe/moderate] flooding in [several/many] areas of the [city/adjacent areas]. As of _____ today, the following [roads/streets] have been closed by law enforcement officials: (list)

Please avoid these [roads/streets]. If you must travel, use alternate routes. Please stay tuned to station for more road closure information.

Thank you for your cooperation.

- **Sample Media Release: Carmel Emergency Bulletin (CEMERBULL): Approved View Spots**

This is _____ (Name) _____ from the **City of Carmel Emergency Operations Center**. The following storm-damaged areas are still extremely hazardous and should be avoided: _____ (List) _____. Please do not try to sightsee in these areas. You could be hurt. If you feel you must observe the storm damage, the following are approved viewing spots: _____ (List) _____.

Again, please avoid the storm-damaged areas. You may place your life and the lives of others in danger.

Thank you for your cooperation.

- **Sample Media Release: Carmel Emergency Bulletin (CEMERBULL): Evacuation Ordered Due To Hazardous Conditions**

This is _____ (Name) _____ at the **Carmel Emergency Operations Center**. Hazardous conditions exist within the City of Carmel. For your safety, I am asking that you leave the _____ area as soon as possible (give boundaries of area and evacuation routes). The Red Cross is setting up shelters at _____. If you cannot stay with relatives or friends outside the evacuation area, go to one of these shelters.

Take only essential items - medicine, special foods, personal items, baby supplies, clothing, money and valuable papers. Do not overload your car. Secure your home before you leave. Lock windows and doors, turn off water and gas and disconnect all electrical appliances except refrigerators and freezers. Be sure you have a full tank of gas.

Pets will not be allowed in Red Cross shelters. Arrange for someone outside the area to take care of your pets. Do not allow your pet to run loose.

If you have no means of transportation, ask help from a neighbor or friend, or walk to one of the following pickup points: _____ (List) _____.

Bring only what you can carry. A bus will take you to a Red Cross shelter. If you are physically unable to go to one of the pickup points, call _____. Otherwise, please do not use your telephone. Lines must be kept free.

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These instructions will continue to be repeated, along with additional information about the emergency. Stay tuned to this station. Remain calm. Your cooperation will help in a safe and quick evacuation.

Thank you for your cooperation.

- **Sample Media Release: Carmel Emergency Bulletin (CEMERBULL): Winter Storm/Severe Weather Warning**

This is ____ (Name) ____ at the **Carmel Emergency Operations Center.** The National Weather Service has issued a ____ (Type) ____ Warning for the Salinas Valley and the City of Carmel. Heavy rain and high winds are expected to hit the area ____ (Insert Time/Date) ____ . People living in the area should avoid driving and ensure the safety of their families. If driving is necessary, drive defensively and avoid high speeds.

Thank you for your cooperation.

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Annex I – Prevention/Preparedness Plan

General

The local hazards that could be anticipated to impact the City of Carmel are identified and discussed in the basic plan; the emergency incident likelihood of occurrence and potential severity is delineated in the accompanying matrix. Mitigation of these potential hazards is addressed in the City of Carmel Hazard Mitigation Plan contained in **Annex J**. This annex addresses the prevention/preparedness aspects of emergency management that are intended to compliment mitigation actions for incidents that are unlikely or impossible to prevent.

Prevention/Preparedness

The City endeavors to prepare for major emergencies through a series of comprehensive citizen based programs, and through training and exercise of all current City employees and staff members. Carmel's prevention program will consist of an overview of existing public education programs. It will include those programs offered by other agencies and non-profit entities. Program elements include:

- **City Employee Prevention Training:** The City will conduct basic prevention training for new employees in hazard recognition and prevention, basic fire fighting, and training in basic first aid, CPR, and AED use. Periodic training for long term employees will be conducted.
- **Departmental Prevention Training:** Individual departments will conduct programs to prevent hazards from developing through inspections, public outreach, awareness education, hazard recognition, and literature distribution. These programs will include, but not be limited to:
 - Fire Prevention. (Fire Department)
 - Crime Awareness and Prevention. (Police Department)
 - Gang Awareness and Prevention. (Police Department)
 - Earthquake Preparedness. (Fire and Public Services Departments)
 - Family and Workplace Preparedness. (Community Services Director)
- **Non-Profit/Outside Agency Prevention Training:** The City encourages participation in its prevention efforts from other agencies. The Monterey-San Benito County Chapter of the American Red Cross can make available several effective prevention training courses, including:
 - First Aid Training and CPR Training.
 - General Preparedness and Prevention Training.

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- **Preparedness Working Group:** To evaluate and guide in making improvements to the overall Carmel Emergency Operations Plan, the City has established an Emergency Preparedness Working Group. The group includes representation from each City department, the Chamber of Commerce, and Voluntary Organizations Active in Disasters. This group should meet semi-annually. This group is responsible for maintaining the Preparedness Plan within the overall City Emergency Operations Plan.
- **Training & Public Education:** Preparing our citizens for major emergencies is a key element of our preparedness program. No local government, Carmel included, can be expected to completely meet the needs of all of its citizens during the response phase of a major emergency. During the early phases of a disaster, the citizens will have to be self-sufficient. To ensure citizen preparation to the greatest possible extent, the City is establishing the volunteer position of Volunteer Coordinator within the Emergency Preparedness Working Group. This individual assists the Emergency Operation Coordinator in developing and administering volunteer assets throughout the City.
- **Community Awareness Program:** This provides instructional materials and training for individuals and families. The goal of this program is self-preparation. The instruction is geared toward surviving the initial disaster and fending for yourself and family during the first 72 hours following an emergency. Along with our other public education venues, this training is provided through the fire department on a year-round basis.
- **Community Emergency Response Team Program:** The CERT Program is intended to develop core groups within the City who are trained and equipped to provide assistance to their neighborhoods during the early phases of a major emergency.

The CERT training program is a 20-hour course. Training sessions cover disaster preparedness, disaster fire suppression, basic disaster medical operations, light search and rescue, and team organization. The training culminates in a disaster simulation in which participants practice the skills that they learned throughout the course. The CERT course is taught in the community by first responders who have completed a CERT Train-the-Trainer course.

- **Emergency Operations Center Volunteer Group:** This group consists of a core of volunteers who have received advanced training in Standardized Emergency Management. This group assists the City Administrator by helping staff the Emergency Operations Center during peak times. The membership of this group includes those who possess planning and /or management oriented skills.

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Annex J – Hazard Mitigation Plan

General

This annex provides an overview of the Hazard Mitigation Plan for the City of Carmel. It is intended to be employed prior to any disaster or major emergency incident to identify and mitigate existing or foreseen hazards.

Mitigation Plan Development

All California jurisdictions are required to develop a **“Local Hazard Mitigation Plan”**. This plan must be submitted via the Governor’s Office of Emergency Services to the Federal Emergency Management Agency (FEMA) for approval. Carmel is a participant in the development of the **Multi-Jurisdictional Hazard Mitigation Plan (MJHMP)** developed for the **Monterey County Operational Area**.

The fundamental mitigation goals outlined in **MJHMP** have been systematically developed based on a comprehensive joint vulnerability analysis. As outlined, these goals are:

- Promote disaster-resistant development.
- Build and support local capacity to enable the public to prepare for, respond to, and recover from disasters.
- Reduce the possibility of damage and losses due to coastal erosion.
- Reduce the possibility of damage and losses due to dam failure.
- Reduce the possibility of damage and losses due to earthquake.
- Reduce the possibility of damage and losses due to flood.
- Reduce the possibility of damage and losses due to a hazardous materials event.
- Reduce the possibility of damage and losses due to landslide.
- Reduce the possibility of damage and losses due to tsunami.
- Reduce the possibility of damage and losses due to wildland fire.
- Reduce the possibility of damage and losses due to windstorms.

Users of this annex should refer to the **MJHMP** for specific details applicable to the City of Carmel-By-The-Sea.

Local Practical Hazard Mitigation Goals

The following local practical hazard mitigation goals have been established by the City of Carmel. They are intended to compliment and support those goals contained in the **MJHMP**. These goals are long term in nature, broad in scope, and are based on fundamental vulnerability assessment criteria and local findings:

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- Minimize the loss of life and property from all emergency incidents.
- Mitigate the private, public, and commercial impacts for all emergency incidents and disasters.
- Improve the overall safety for residents, commercial businesses, and city owned property within the City of Carmel.
- Increase public awareness of potential hazards through education and outreach designed so that residents can better anticipate the effects of a disaster/emergency incident and better prepare for it.
- Maintain the viability of essential City governmental facilities and operations during and after a disaster/emergency incident through retrofitting and well-designed new construction.
- Ensure the continuity of governmental operations and minimize disruption of essential services during and after a disaster/emergency incident.
- In cooperation with other agencies, ensure that critical utilities and transportation systems continue to function during and after a disaster/emergency incident.
- Sustain the economic viability of Carmel and ensure minimal disruption of commercial and business entities.
- Identify vulnerable segments of the population and take action to ensure their needs are addressed in the event of a disaster/emergency incident.

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Annex K – Continuity of Government Plan (COG)

General

This annex provides a summation of the Carmel Continuity of Government (COG) Plan to be used by the City of Carmel during and following a disaster or major emergency incident to ensure continuity of city government. To successfully respond to and recover from a disaster or major emergency incident, the sustained continuity of leadership is paramount. If personnel have been injured or are unable to assume their assigned roles within City government for whatever reason, designated successors must be established for each position and function.

Succession

Carmel Municipal Code Chapter 2.64.060B delineates the succession process for the Director of Emergency Services. The Mayor will designate the order of succession for his/her position as Emergency Services Director. The City Council will approve this order of succession. Individual department directors/managers are responsible for delineating the succession process within their areas of responsibilities.

Delegation of Emergency Authority

Carmel Municipal Code Chapter 2.64.060 specifies the powers and duties of the Emergency Services Director. The Director is empowered to:

- Request the City Council to proclaim the existence or threatened existence of a local emergency if the City Council is in session, or to issue such a proclamation if the City Council is not in session. Whenever a local emergency is proclaimed by the Director, the City Council will take action to ratify the proclamation within seven days thereafter or the proclamation shall be no longer in effect or of no force.
- Request the County and/or Governor to declare a local state of emergency when, in the opinion of the Director, locally available resources are inadequate to cope with the emergency.
- Control and direct the efforts of the City's emergency organization to accomplish the purposes and intent of this plan and the governing chapter.
- Direct cooperation between and coordination of services and staff of the City's emergency services organization and resolve any questions of authority and responsibility that may arise between them.
- Represent the City in all dealings with public or private agencies on matters pertaining to emergencies, as defined by the Municipal Code, including dealing with the Monterey County Operational Area.

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- In the event of the proclamation of a local emergency as provided in the Municipal Code, the proclamation of a state of emergency by the County of Monterey and/or the Governor, the Director is empowered:
 - To make and issue rules and regulations on matters related to the protection of life and property as affected by such emergency, provided, however, such rules and regulations will be confirmed at the earliest practicable time by the City Council.
 - To obtain vital supplies, equipment, and such other properties not readily available and needed for the protection of life and property and to bind the City for the fair value of same, and if required immediately, to commandeer the same for public use.
 - To require emergency services of any City officer or employee and, in the event of a proclamation of a state of emergency in Monterey County, to command the aid of as many citizens of this community as he/she deems necessary in the execution of his/her duties, such persons shall be entitled to all privileges, benefits, and immunities as are provided by state law for registered disaster service workers.
 - To request necessary personnel and/or material of any City department or agency.
 - To execute all of his/her ordinary powers as City Administrator, all of the special powers conferred upon the Director by this chapter or by resolution or emergency plan pursuant to this chapter adopted by the City Council, all powers conferred by any statute, by any agreement approved by the City Council, and by any other lawful authority.
- The Director of Emergency Services shall designate the order of succession to his/her office, to take effect in the event the Director is unavailable to attend meetings and otherwise perform his/her duties during an emergency. Such order of succession shall be approved by the City Council.
- The Assistant Director shall, under the supervision of the Director and with the assistance of appropriate department heads, develop emergency plans and manage the emergency programs of the City, and have such other powers and duties as may be assigned by the Director.

Emergency Action Steps

Procedures have been or will be developed to facilitate the ability of Carmel personnel to respond expeditiously to any disaster or major emergency incident. Checklists and standard operating procedures have been or will be prepared to identify disaster assignments, responsibilities, and key disaster locations. Likewise, procedures have been or will be developed for alerting, notifying, and recalling members of the Carmel emergency services organization.

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Primary Carmel Emergency Operations Center (CEOC)

The primary Carmel Emergency Operations Center (CEOC) is in the basement of the Police Station located at the southeast corner of Junipero Street and Fourth Avenue. Positions and duties of the CEOC Staff and the position operational checklists for CEOC Staff positions are contained in Annexes A and B of this plan. The communications suites and equipment required for CEOC operations are contained in Annexes C and D of this plan.

Alternate and Backup Carmel Emergency Operations Center (ACEOC)

It is possible that the primary CEOC could be damaged to the point that it could be rendered unusable during certain types of disasters. Should this occur, the Fire Station located on Sixth Avenue between Mission and San Carlos Streets will be used in the event that the primary CEOC is not usable. Should both facilities be rendered inoperable, the Public Services Department Offices located at the southeast corner of Junipero Street and Fourth Avenue will be used as the Backup CEOC.

Other Locations

In the event of a catastrophic emergency or disaster that renders the above locations unavailable or inoperable, the site of the CEOC will be chosen by the Emergency Services Director.

Training and Indoctrination of Personnel

To the maximum extent possible, department heads and other key supervisors will train and indoctrinate assigned personnel in their basic department head and supervisory duties. The purpose of this policy is to provide a limited degree of capability redundancy on a hierarchical basis within each department or organization, so that in the event of the incapacitation of any supervisor, personnel are trained and will be able to fulfill, to the extent possible, the duties of the incapacitated supervisor. Training can be undertaken on a formal or informal basis, with the scope and depth being at the discretion of the supervisor.

Protection of Vital Records

In order to ensure that the City of Carmel is able to continue operate during and after a disaster or major emergency incident, the Emergency Services Director is empowered to undertake all reasonable efforts to protect vital records, including but not limited to:

- Police and Fire Department records.
- Public Works Department records.
- Community Development Department records.
- City Council minutes and ordinances.

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ANNEX K

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- Records held by the City Counsel.
- Personnel and pay records.
- All records related to the disaster/major emergency incident at hand.

Procedures should be developed to permit selection, preservation, and availability of all records essential for continuing City functions under disaster or major emergency incident.

Protection of Personnel, Resources, and Facilities

All possible measures will be undertaken to disperse personnel vital resources to provide redundancy to facilitate the City's functioning during disasters or major emergency incidents. Appropriate protection will be provided for personnel and resources. City personnel will be trained in protective measures, and the use of protective clothing and equipment.

Other Continuity Considerations

Depending on the situation extant, a variety of other considerations could affect the continuity of government, and its ability to conduct viable response and recovery operations within the City. Provisions may need to be undertaken to accommodate these considerations. These include, but are not limited to, the following:

- If needed, procedures will need to be developed to control access to the area/s affected by the disaster.
- It may be necessary to provide means of identification for personnel engaged in response and recovery efforts.
- For safety purposes, it may be necessary to employ personnel accounting systems to account for personnel involved in response or recovery operations.
- Accountability systems will need to be established for residents and City employees who are affected, displaced, evacuated, injured, and killed during or following a disaster or major emergency incident. Depending on the scope of commitment of its resources, the American Red Cross may be able to assist in this regard.
- The provisions for sustaining the mental health and physical well-being of individuals affected by the disaster may be necessary. This includes providing critical incident stress debriefing for emergency services responders. City employees, and members of the CEOC Staff.
- The provision of temporary, short-term, or long-term housing, feeding, and care of residents displaced or affected by the disaster or major emergency incident.
- The provision of special needs for vulnerable segments of the City's population should be anticipated.

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- Means whereby extended families can be reunited and care for affected members may need to be established.
- The need for mortuary care may be needed to enable the recovery, identification, and safeguarding of human remains should be anticipated.

Facilities

The City's facilities are capable of providing temporary working spaces and accommodation for essential emergency workers during response and recovery operations. Depending on the scope of the disaster, it may be necessary to obtain commercially available facilities (motels, workshops, repair garages, etc.) to ensure the well-being and functionality of personnel.

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Annex L – Recovery Plan

General

This annex provides the basic Recovery Plan that will be employed by the City of Carmel in the event of disaster or major emergency incident. It is intended to ensure the restoration of all City, public, private, and commercial functions and facilities to their pre-event status.

Concept of Recovery Phase Operations

It is anticipated that all aspects of the City of Carmel's infrastructure will be involved in recovery operations. Likewise, the emergence of a variety of personal and communal specialized needs should be expected. Likely among these, in no priority order, are:

- Assessment of the scope and severity of damages to structures, city-owned infrastructure, businesses, and other real property.
- Restoration of damaged or inoperable essential utilities, including electricity, natural gas, water and fire main systems, sewer systems, storm drains, and telephone service.
- Restoration of streets, roadways, and other means of vehicular conveyance.
- Restoration of essential services, including delivery and dispensing of gasoline and other petroleum products, foodstuffs, essential deliveries, medical care, and pharmacy services.
- Removal of debris and general clean-up.
- Restoration and clean-up of contaminated areas, structures, and facilities. Depending on the nature of the disaster, this need could include hazardous material clean-up and other forms of contamination.
- Restoration of non-essential services including cable service, mail service, parcel delivery
- Repair and restoration for occupancy of homes, schools, businesses, and governmental facilities.
- Addressing the specific and possibly unique recovery needs of vulnerable populations.
- The restoration of veterinary care and the care of pets and animals.
- Recovery of records.
- Specialized post event professional counseling for residents whose mental health and well-being have been adversely affected by the disaster or major emergency incident.

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Techniques for Recovery of Valuable Records

Today, so much is restorable that the question is no longer what can we save but what is worthwhile to save. It is only cost-effective to restore items that can't be replaced or reproduced, or where originals are required by law. A recovery expert can confirm restorability and help set priorities.

Order of Recovery and Pre-Event Recovery Planning

The City of Carmel is committed to having a basic recovery plan in place prior to the occurrence of a disaster or major emergency incident. This plan meets this commitment. When multiple departmental records are damaged, conflicts may arise at the disaster scene over whose records are most time-critical. With the mitigation clock ticking, the time of impact is not the time to determine recovery priorities. As soon as possible after commencement of response operations, a Recovery Priority Plan will be developed based on the anticipated needs derived from the original assessment of the severity and scope of the disaster. It should be anticipated that those needs which directly affect the health, well-being, and safety of residents will receive the highest priorities.

Timely Emergency Response

Technologies now exist to restore most forms of vital records. A crucial factor determining restorability is an effective emergency response that stabilizes the items and keeps restoration options open. Paper and other forms of vital records deteriorate rapidly when wet or contaminated, and mitigation steps must be implemented immediately. Especially in cases where the quantity of records is so great that pack-out may take days, the ambient conditions of the environment in which they're housed need to be brought under control quickly. When humidity and temperature levels are elevated, degradation of paper is rapidly accelerated. To stabilize the environment, humidity levels must be brought to 40 percent or less and temperatures to 70° F or less. If a significant portion of the building is wet and it is 90° F outside, this is no small feat. The restoration contractor will have temporary temperature and humidity control equipment available to achieve these conditions. If operational, the mechanical systems in the building may also be used.

Vendor Pre-Appointment

It is especially prudent to have a pre-appointed restoration contractor who has experience restoring vital records. In the heat of the battle, the decisions which need to be made regarding disposition and restoration of records will come fast and furious. During the crucial hours immediately following a crisis, having a pre-loss vendor relationship and recovery strategy goes a long way. The following mitigation suggestions are offered to help recovery personnel through the immediate moments following an event.

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Water-Damaged Media

Since 90 percent of all disasters involve moisture from floods or fire suppression, water damage mitigation steps for various media are as follows:

- **Paper Documents:** Despite all our technological advances, paper is still predominant in government and business. Wet books and documents should be frozen as soon as possible to forestall degradation. It is recommended that a freezer trailer and a frozen storage vendor be pre-approved in the recovery plan, although the restoration contractor should have those resources available.
- **Planning Options:** Since water-damaged materials can be frozen safely for an indefinite period of time, planners can freeze all materials immediately and later consider what to restore versus discard, as well as the best restoration options for the situation. There are various methods of restoring paper documents.
- **Books:** Books are more of a challenge than paper documents because of the binding and the potential for warping. Books must be handled and packed very carefully; they should not be opened or closed; their covers should not be removed; and they should be packed loosely, spine side down, in plastic milk crates or plastic bags placed in boxes. Freeze-drying is the preferred method for restoring books.

CDs and Optical Media

Scratches on optical media can cause data loss, so gloves should be worn and the media handled with care when recovering. As long as no physical damage has occurred, cleaning and data recovery can be relatively easy.

Magnetic Tapes, Microfilm, X-Rays, and Photographs

If wet, these media types should be placed in plastic bags and put in cold storage to keep from drying out. (A refrigerator will suffice for small quantities.) If allowed to dry, the coatings present on many types of film may cause layers to stick together and important information to be torn off.

If they cannot be dealt with in less than five days, tapes, microfilm, X-rays, and photographs should be frozen. Long-term wet storage will cause additional damage. Tapes can be cleaned on special equipment that removes contaminants and re-tensions the tape.

Fire-and Mold-Damaged Media

Other types of damage to vital records such as fire damage, toxic chemicals, biological contaminants, and mold can be restored. For fire damage, processes such as ionized air washing and deodorization can be employed. Soot particulate must be removed, and trimming or re-processing may be required if permanent damage has occurred. For bacteria and mold, Gamma and Electron Beam Radiation may be used to sterilize the documents if they can be transported to a laboratory. Other treatments may include manual cleaning in containment areas using downdraft tables to capture mold spores.

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Inventory Control

Restoration contractors should have inventory control systems that prevent document loss and enable any document to be located and retrieved in a timely manner. This is especially important for working documents such as court records.

Recovery Phases

Recovery operations can be divided into two distinct phases:

- **Short-Term Recovery:** Short-term recovery operations normally start at the commencement of recovery, and include those elements essential to public safety and health. Examples include:
 - Restoration of essential utilities.
 - Ensuring the functionality of City government.
 - Providing medical and mental health services.
 - Debris removal and clean-up.
 - Restoration of streets, roadways, and other essential transportation routes.
 - Demolition of hazardous structures.
 - Addressing the needs of vulnerable populations.

The setting of clear and coordinated priorities during the short-term recovery phase is essential to ensuring critical and immediate needs are addressed in a timely and responsive manner.

The City of Carmel will coordinate directly with the Monterey County Operational Area EOC and private utility companies on all efforts to restore systems and services.

- **Long-Term Recovery:** Long-term recovery operations usually are phased in after completion of short-term recovery, and may extend for a lengthy period of time. These operations frequently include direct assistance and/or funding from State and federal programs. Examples include:
 - Restoration of damaged homes, structures, businesses, schools, and facilities.
 - Restoration of the local economy to pre-disaster levels or higher.
 - Repair of levees and other protective systems.
 - Reimbursement of disaster related costs.
 - Efforts to repair damage or conditions that mitigate the original threat. (These efforts may transition into the Prevention or Mitigation Phases of disaster management.)
 - Enhanced land use planning. (These efforts may transition into the Prevention or Mitigation Phases of disaster management.)

Long-term recovery operations may require extensive engineering or planning, and coordination with agencies outside of the City, including but not limited to the Monterey County Operational Area and the Governor's Office of Emergency Services.

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All mitigation actions that arise from recovery operations will be the primary responsibility of the City. These efforts could include building code revisions, zoning variances, plan reviews, seismic safety considerations, and other land use planning factors. The City is committed to expeditiously processing all mitigation actions in order to ensure a smooth and viable completion of recovery operations.

Recovery programs will also be facilitated for residents and businesses. To the extent possible, the Community Development Department will assist in this process, and if necessary, streamline procedures to ensure a responsive process.

Recovery Operations Organization

Recovery operations will be managed and directed by the City Administrator. All recovery issues involving other jurisdictions or agencies will be coordinated between the City Administrator and their designated representatives. The City Administrator will hold meetings with department heads, key personnel, and representatives of external agencies on a regularly scheduled basis to deal with recovery matters, make collective decisions, if appropriate, and disseminate and collect information and policies regarding the ongoing recovery processes.

Recovery Operations Transition Following CEOC Demobilization

It is anticipated that recovery operations will continue after demobilization of the CEOC has been accomplished. To this extent, the transition from an CEOC driven recovery operations to a departmental driven operation should be as smooth as possible. The key to continuity will be the extended involvement of the key involved in recovery operations, and the complete and accurate documentation of these operations. To the extent possible, the personnel assigned to the Recovery function on the CEOC Staff should be the same personnel who will be responsible for recovery as part of their regularly assigned staff position.

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Recovery Operations Responsibilities

Specific responsibilities for recovery operations are assigned as follows:

Office/Department/Agency	Functional Responsibilities
City Administrator	Political process management, decision making, interdepartmental coordination, policy development and enactment, and public information origination and dissemination.
City Attorney	Provide advice on emergency statutes, actions, and associated potential liabilities, prepare legal opinions, and draft new or revised ordinances and/or resolutions.
Community Planning & Building Manager	Preparation of land use and/or zoning variances, issuance of permits and controls for new development, revisions of building regulations and applicable codes, code enforcement, and building and safety inspections.
Community Planning & Building Manager	Redevelopment of existing damaged areas, planning of new redevelopment projects, and financing new projects.
Public Services Director	Debris removal from public land, demolition, construction, contract management and liaison, preparation of a detailed damage assessment, and restoration of City owned utility services.
Private Utility Companies	Debris removal from company owned land and facilities, and restoration of utility services.
Fire Department	Safety and fire code compliance inspections and enforcement.
Police Department	Site security and looting protection.
City Treasurer	Public finance, budgeting, contracting, accounting and claims processing, taxation, and insurance settlements.
FEMA	Processing of applications for disaster financial assistance, liaison with local assistance providers, on-site recovery support, and disaster financial assistance. *
SBA	Processing of applications for disaster financial assistance for small businesses.

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

Documentation

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

Initial Damage Assessment and Recovery

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

After-Action Reports

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

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

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

Disaster Assistance Programs

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

- Individuals.
- Businesses.
- Government entities.
- Non-profit organizations.

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

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

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

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

Public Assistance Program Responsibilities

City of Carmel and private agencies have the responsibility for the completion and submission of the required documents for both state and federal public assistance programs for their jurisdiction, agency, or company. These programs may vary in coverage due to the nature of the emergency/disaster, and may provide reimbursement for costs and/or damages sustained. It is implicit that the City become familiar with and follow the current submission guidelines. Complete detailed documentation of all claims is considered a universal factor.

Specifically, the City will complete the necessary public assistance program application and supporting materials. Additionally, the City should anticipate being the primary contact for state and federal field representatives for coordinating local recovery efforts.

Individual Assistance Program Responsibilities

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

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

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

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

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Type of Emergency Declaration

State grant programs are available to local governments to respond to and recover from disasters. Federal grant programs are available to assist governments and certain non-profit organizations in responding to and recovering from disasters. At each level of emergency declaration, various disaster assistance programs become available to individuals, businesses, governments, and non-profit organizations. Under local emergency declarations, the City of Carmel may be eligible for assistance under the Natural Disaster Assistance Act (with concurrence of the Director of the Governor's Office of Emergency Services).

Businesses and individuals may be eligible for local government tax relief, low-interest loans from the United States Small Business Administration, and relief programs under the United States Department of Agriculture. For example, individuals should read Internal Revenue Service Publication 2194 (Rev 2004) "2004 Disaster Losses Kit: Help from the IRS". Similarly, businesses should read IRS Publication 2194B (Rev.2004) "2004 Disaster Losses Kit: Help from the IRS".

Under a State of Emergency Proclamation by the Governor, the City of Sand City, special districts, individuals, and businesses may be eligible, in addition to the assistance available under a local emergency declaration, for services from the following agencies:

- Contractor's License Board.
- Department of Insurance.
- Department of Social Services.
- Franchise Tax Board Tax Relief.
- Department of Motor Vehicles.
- Department of Aging State Board of Equalization.
- Department of Veteran's Affairs (CALVET).

Under a Presidential Declaration, City of Carmel, individuals, and businesses may be eligible for the following disaster assistance programs and services:

- Cora Brown Fund.
- Crisis Counseling Program.
- Disaster Unemployment.
- Temporary Housing Program.
- Individual and Family Grant Program.
- Internal Revenue Service Tax Relief.
- Public Assistance.
- Hazard Mitigation.
- Veteran's Affairs Assistance.
- Federal Financial Institutions.

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Hazard Mitigation Grant Program Responsibilities

Within declared jurisdictional areas, the City is responsible for identifying projects that will substantially reduce the risk of future damage, hardship, loss, or suffering from a disaster. Each identified mitigation project must be cost effective and meet basic project eligibility requirements.

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CITY OF CARMEL-BY-THE-SEA
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Annex M – References

General

This annex provides a listing of references used in the development of this plan and those that could be used during an activation of the CEOC. It is intended to provide a ready reference for members of the CEOC Staff who do not work in the emergency services profession daily.

References

- **Local and Tribal NIMS Integration** – Version 1.0.
- **Monterey County Fire Chiefs Association Proximity Mutual Aid Plan/Matrix** – December 2004 and Revised December 28, 2006.
- **Monterey County Operational Area Emergency Operations Plan (EOP)** – May 15, 2000 and Revised March 20, 2006.
- **Monterey County Operational Area Emergency Operations Center (EOC) Standard Operating Procedures (SOP)** – January 4, 1997.
- **Monterey County Health Department Hazardous Material Incident Response Plan** – January 2007.
- **Monterey County Operational Area Multi-Casualty Incident Plan** – July 2007.
- **Office of Domestic Preparedness Emergency Responder Guidelines** – August 1, 2002.
- **Monterey County Health Department West Nile Virus Response Plan** – May 2004.
- **Monterey County Operational Area Emergency Operations Center (EOC) Command Network and Emergency Public Information System (EPIS) Standard Operating Procedures (SOP)** – April 2001.
- **Monterey County Operational Area Interrupted Electrical Services Emergency Management Plan** – June 2003.
- **Monterey County Operational Area Emergency Resource Directory** – 2004.
- **Monterey County Health Department Disaster Preparedness and Response Plan.**
 - **Annex B -- Mass Prophylaxis Plan.**

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- **Annex E -- Pandemic Influenza Response Plan (PIRP)** – May 18, 2005.
- **Annex Q -- Smallpox Plan.**
- **Monterey County Operational Area Terrorism Incident Response Supplement A to Change 5, Emergency Operations Plan (EOP).**
- **Monterey County Operational Area Aviation Incident Response Plan (AIRP)**
– July 1997.
- **Monterey County Operational Area Tsunami Incident Response Plan (TIRP)**
– July 2007.

Laws and Authorities Specific to the Carmel Emergency Operations Plan

The following laws and authorities govern this Emergency Operations Plan:

- **California Emergency Services Act (Chapter 7 of Division 1 of Title 2) of the Government Code** provides the authority for the Carmel Emergency Operations Plan.
- **Homeland Security Act 2002.**
- **Homeland Security Presidential Directive / HSPD-5 Management of Domestic Incidents** -- February 28, 2003.
- **Carmel-by-the-Sea City Code Chapter 2.64 – Emergency Organization** provides the authority for the Disaster Council, the Director and Assistant Director of Emergency Services, their powers and duties, and the development and approval the Carmel Emergency Operations Plan.
- **Carmel-by-the-Sea Policy and Procedure C03-03 – Beach Emergency Closure Plan** – 2003.
- **Carmel Council Resolution of October 2, 2007** adopted the **Monterey County Operational Area Multi Jurisdiction Local Hazard Mitigation Plan.**
- **National Incident Management System** -- March 1, 2005
- **Standardized Emergency Management System regulations (California Government Code 8607).**
- **National Fire Protection Association NFPA 1600 Standard on Disaster/ Emergency Management and Business Continuity Programs -- 2004 Edition.**

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Annex N – Monterey County Operational Area Terrorism Threat Conditions Matrix

General

The **Monterey County Operational Area Terrorism Threat Conditions Matrix**, originated by the Monterey County Office of Emergency Services, is quoted in its entirety in this Annex. Some headings have been changed to ensure the plan's continuity of format.

Purpose and General Information

- This matrix is a locally developed extension of the federal **Homeland Security Advisory System (HSAS)** intended to provide recommended guidelines and a general action checklist for all levels of emergency response to guide actions during each specific **Homeland Security Advisory System (HSAS)** Threat Condition. The **Protective Measures** prescribed by the HSAS are listed at the top of each individual Threat Condition Matrix. The recommended **Agency Action Checklist** is intended to be generic in nature to allow all agencies within the Monterey County Operational Area to use it as a basis to develop their expanded local detailed jurisdictional action checklists.
- Additionally, the matrix is intended to provide agencies from all disciplines a clear picture as to what actions can be expected from other emergency services agencies. This is intended to enhance inter-agency operational coordination and cooperation.
- The **Protective Measures** table of the matrix is taken directly from the **Homeland Security Advisory System (HSAS)**. It is quoted intact and is unmodified.
- The **Agency Action Checklist** table provides local amplification of the **Protective Measures**. The items listed therein are considered a minimum level of action for the listed condition. At their discretion, agencies may institute actions from a higher threat condition while the overall situation remains at a lower threat condition. Nothing in this matrix is intended to preempt or modify the prerogatives of local jurisdictions or their representatives. Action items from higher condition levels may be undertaken at the discretion of local jurisdictions.
- Checklist actions are intended to be undertaken by the cognizant agencies upon notification of any change in Threat Condition.
- This matrix was developed as a cooperative effort of the Monterey County Chief Law Enforcement Officers Association, the Monterey County Fire Chiefs Association, the Monterey County Health Department, the Monterey County Emergency Medical Services Agency, the Monterey County and Carmel Area Chapters of the American Red Cross, the Monterey County Public Works Department, the Monterey County Emergency Communications Department, the Monterey County Operational Area Coordinating Council, and the Monterey County Office of Emergency Services as a joint Monterey County Operational Area venture.
- The **Health** heading employed in the **Agency Action Checklist** includes the Monterey County Health Department and its Environmental Health Division. (R)

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- The **Hospital** heading employed in the **Agency Action Checklist** is new to this revision of the matrix, and is applicable all hospitals located within Monterey County. This section reflects recommended action items for hospitals promulgated by the State of California. (A)
- The **Emergency Medical** heading employed in the **Agency Action Checklist** includes the Monterey County Emergency Medical Services Agency (EMSA), American Medical Response (AMR), Carmel Regional Fire Ambulance (CRFA), and any other ambulance companies that may operate within the Monterey County Operational Area. This section reflects recommended action items for Emergency Medical Services Agencies promulgated by the State of California. (R)
- This matrix is intended to be included in the **Monterey County Fire Chiefs Association Fire Operations Manual, Volume II.**
- Sections within the matrix that have been revised in this revision are indicated by (R). Sections added to this revision of the matrix are indicated by (A). (A)
- Any recommended additions or changes should be forwarded to:

Emergency Services Manager
 County of Monterey
 P.O. Box 1883
 Salinas CA 93902

- The cooperation of all participating agencies within the Monterey County Operational Area in contributing to the development and implementation of this document is sincerely appreciated.

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

LOW CONDITION
"GREEN"

PROTECTIVE MEASURES

LOW RISK OF TERRORIST ATTACKS: The following Protective Measures may be applied:

- Refining and exercising preplanned Protective Measures.
- Ensuring personnel receive training on HSAS, departmental, or agency-specific Protective Measures.
- Regularly assessing facilities for vulnerabilities and taking measures to reduce (mitigate) them.

AGENCY ACTION CHECKLIST

OP AREA/OES:

- Normal operations and routine.
- Review existing counter-terrorism plans.
- Continue to update personnel training in counter-terrorism (active vs. passive).
- EOC in a standby status (Deactivated).
- Conduct routine testing of EAS/EDIS. (A)
- Forward OES Statewide Daily Reports and JIC Summaries to all cognizant agencies as required.
- Maintain routine liaison and referrals with the media.
- Promulgate Threat Condition changes and applicable amplifying details.

LAW:

- Conduct routine operations and patrols.
- Conduct routine surveillance of critical facilities.
- Continue to update personnel training in counter-terrorism (active vs. passive).

FIRE:

- Conduct routine operations.
- Continue to update personnel training in counter-terrorism (active vs. passive).

HEALTH:

- Conduct routine epidemiological surveillance and infection control measures, utilizing hospitals and treatment facilities as appropriate. (R)
- Assist in training other disciplines in appropriate referrals and reporting of unusual outbreaks or diseases associated with bioterrorism. (A)

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EMERGENCY OPERATIONS PLAN

EMERGENCY MEDICAL (EMSA and AMBULANCE PROVIDERS):

- Conduct routine operations. No change in day-to-day activities. (R)
- Conduct ongoing emergency management planning activities including for Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) events and the potential of EMS as a secondary target. (A)
- EMS/Health Department Departmental Operations Center not activated. (A)

HOSPITALS:

- Conduct routine operations. No change in day-to-day activities. (A)
- Conduct ongoing emergency management planning activities including for CBRNE events and the hospital as a secondary target. (A)
- Conduct infection control and surveillance. (A)
- Hospital EOC is not activated. (A)

EMERGENCY COMMUNICATIONS:

- Conduct routine operations.
- Train personnel in counter-terrorism communications protocols and procedures, including notification protocols.

PUBLIC WORKS:

- Maintain minimum inventories of support equipment and material.

RED CROSS/CARE & SHELTER AGENCIES:

- Conduct routine training and operations.

ALL:

- Acknowledge receipt of Threat Condition change, and notify OES of setting of the Threat Condition for your agency/jurisdiction.
- Maintain routine communications and liaison with other disciplines.
- Review the action parameters and contents of this matrix with all staff.

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

GUARDED CONDITION
"BLUE"

PROTECTIVE MEASURES

GENERAL RISK OF TERRORIST ATTACK: In addition to the previously outlined Protective Measures, the following may be applied:

- Checking communications with designated emergency response or command locations.
- Reviewing and updating emergency response procedures.
- Providing the public with necessary information.

AGENCY ACTION CHECKLIST

OP AREA/OES:

- Notify all agencies of change in Threat Condition.
- Assess local threat with Sheriff's Office/law agencies, Health, and EMSA as required. (A)
- Conduct routine communications checks with the REOC and with the City/District EOC's.
- Review and update Emergency Operations Plan, applicable CERP's. and other applicable response procedures as needed.
- Participate in daily briefings/conference calls with the REOC. Promulgate information obtained to cognizant agencies.
- Conduct training for EOC Staff members.
- EOC in a "standby" status (Deactivated).
- Maintain liaison with Santa Cruz and San Benito County OES.
- Forward CATIC Reports to all cognizant agencies as required.
- Provide general situation preparedness information to the public.

LAW:

- Check applicable inventories and equipment, and ensure operational readiness.
- Review applicable plans.
- Coordinate preparedness levels among all local law enforcement agencies.
- Review applicable information and reports provided by OES and promulgate to staff.

FIRE:

- Check applicable inventories and equipment, and ensure operational readiness.
- Review applicable plans.
- Review applicable information and reports provided by OES and promulgate to staff.

HEALTH:

- Sustain previously implemented actions.
- Provide advice and consultations concerning signs, symptoms, and mode of transmission of any suspected agent(s).

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

EMERGENCY MEDICAL (EMSA and AMBULANCE PROVIDERS):

- Check applicable inventories and equipment, and ensure operational readiness.
- Review applicable plans.
- Review applicable information and reports provided by OES and promulgate to staff.
- Increase awareness of employees and security personnel to report unusual or suspicious activities, behaviors, or events. (A)
- Ensure vehicle security and conduct regular inspections. (A)
- Conduct ongoing monitoring of news media and local OES alert status. (A)
- EMS/Health Department Departmental Operations Center remains inactivated. (A)

HOSPITALS:

- Increase awareness of employees and security personnel to report unusual or suspicious activities, behaviors, or events. (A)
- Secure areas with the hospital that are not regularly utilized, especially storage areas and closed areas. (A)
- Conduct ongoing monitoring of news media and local OES alert status.
- Hospital EOC remains inactivated. (A)

EMERGENCY COMMUNICATIONS:

- If Threat Condition change received via CLETS or NAWAS, immediately notify the Emergency Services Manager.
- Upon direction of the Emergency Services Manager, notify all fire and law agencies by radio transmission and/or page of the change in Threat Condition. Notify ECC, AMR, Health Director, and EMSA Director by most appropriate expeditious means.
- Review applicable plans.
- Review condition and status with all staff.
- Ensure notification of OES of any status change or the occurrence of any status related incident.

PUBLIC WORKS:

- Check applicable inventories and equipment, and ensure operational readiness.
- Review applicable plans.
- Review applicable information and reports provided by OES and promulgate to appropriate staff.

RED CROSS/CARE & SHELTER AGENCIES:

- Review applicable plans.

ALL:

- **Acknowledge receipt of Threat Condition change, and notify OES of setting of the Threat Condition for your agency/jurisdiction.**
- Screen and/or deny any requests for information regarding emergency vehicles or other response equipment from unofficial or unverified sources.
- Check communications with designated emergency response or command locations.
- Review and update emergency response procedures.

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

ELEVATED CONDITION
“YELLOW”

PROTECTIVE MEASURES

SIGNIFICANT RISK OF TERRORIST ATTACKS: In addition to the previously outlined Protective Measures, the following may be applied:

- Increasing surveillance of critical locations.
- Coordinating emergency plans with nearby jurisdictions.
- Assessing further refinement of Protective Measures with the context of the current threat information.
- Implementing, as appropriate, contingency and emergency response plan.

AGENCY ACTION CHECKLIST

OP AREA/OES:

- Notify all agencies of change in Threat Condition.
- Assess local threat with Sheriff's Office/law agencies, Health, and EMSA as required. (A)
- Activate EOC if required by a specific local threat.
- Assess individual availability of EOC Staff members, and alert them for possible activation.
- Promulgate Situation Updates (“SitUps”) as required by the situation.
- Maintain liaison with local media.
- Maintain liaison with utility companies within the Operational Area.
- Maintain liaison with the Monterey County Water Resources Agency (WRA).
- Maintain liaison with school districts through the Monterey County Office of Education.
- Maintain liaison with CALTRANS and other applicable State agencies.
- Maintain liaison with applicable federal agencies (USCG, FBI, etc.).
- Maintain liaison with the Agriculture Commissioner.
- Maintain liaison with San Luis Obispo County OES.
- Maintain liaison with American Red Cross Chapters regarding shelters and response capabilities.

LAW:

- Increase surveillance of critical locations with specific jurisdictions.
- Enhance security of law enforcement facilities and vehicles.

FIRE:

- Enhance security of fire stations as appropriate to the threat. (R)

HEALTH:

- Review plans for containment and management of infectious, toxic, or radiological cases. (A)

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EMERGENCY MEDICAL (EMSA and AMBULANCE PROVIDERS):

- Enhance security of ambulance facilities as appropriate to the threat. (R)
- Communicate the need for enhanced security and awareness to all employees via messages and/or bulletins. (A)
- Ensure increased/enhanced security at the EMS headquarters and dispatch facilities. (A)
- EMS/Health Department Departmental Operations Center remains inactivated. (A)

HOSPITALS

- Communicate the need for enhanced security and awareness to all employees via messages and/or bulletins. (A)
- Increase visitor check-in and monitoring system. (A)
- Determine the need to restrict or direct employee and visitor ingress and egress from the facility. (A)
- Increase staff and physician awareness and need for bioterrorism illness surveillance and reporting. (A)
- Hospital EOC remains inactivated. (A)

EMERGENCY COMMUNICATIONS:

- If Threat Condition change received via CLETS or NAWAS, immediately notify the Emergency Services Manager.
- Upon direction of the Emergency Services Manager, notify all fire and law agencies by radio transmission and/or page of the change in Threat Condition. Notify ECC, AMR, Health Director, and EMSA Director by most appropriate expeditious means.
- Sustain previously implemented actions.

PUBLIC WORKS:

- Sustain previously implemented actions.
- Enhance security of facilities.

RED CROSS/CARE & SHELTER AGENCIES:

- Advise logistics, shelter, and care teams of the Threat Condition change and be prepared to respond to higher alert status if needed in a confidential manner.
- Check fuel levels of all emergency vehicles and check inventories.

ALL:

- **Acknowledge receipt of Threat Condition change, and notify OES of setting of the Threat Condition for your agency/jurisdiction.**
- Enhance security measures instituted for all emergency response vehicles and equipment.
- Review all previous level requirements.
- Report suspicious activities or incidents to OES and applicable disciplines.

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

HIGH CONDITION
"ORANGE"

PROTECTIVE MEASURES

HIGH RISK OF TERRORIST ATTACKS: In addition to the previously outlined Protective Measures, the following may be applied:

- Coordinating necessary security efforts with armed forces or law enforcement agencies.
- Taking additional precaution at public events.
- Preparing to work at an alternate site or with a dispersed workforce.
- Restricting access to essential personnel only.

AGENCY ACTION CHECKLIST

OP AREA/OES:

- Notify all agencies of change in Threat Condition.
- Assess local threat with Sheriff's Office/law agencies, Health, and EMSA as required. (A)
- Activate EOC at Level 1 or higher if required by a specific local threat.
- Brief CAO (ESD) and Board of Supervisors as required.
- Assess EOC Staff availability and assign personnel to fill vacancies.
- Conduct "Pre-Event Briefing" of key OES Staff members as appropriate.
- Place ACSO/ARES/RACES on standby for activation. Assess availability of local operators.
- Conduct enhanced testing of EAS/EDIS. (A)
- Promulgate Emergency Bulletins ("EMERBULLS") as required.
- Expand liaison with local media as required.
- Conduct media briefings as appropriate to the threat.
- Assess potential for local environmental threats.
- Establish liaison with applicable local businesses and business organizations.

LAW:

- Restrict access to court houses, city halls, and other county/local government facilities to essential personnel as required and/or as appropriate to the threat.
- Ensure enhanced security measures at public events as required and/or as appropriate to the threat.
- Plan for cancellation of public events if the situation warrants.
- As appropriate, coordinate with military installations within specific jurisdictions.
- Coordinate enhanced security of vulnerable potential targets and essential services facilities as required.
- Coordinate enhanced security of facilities with utility companies as required.
- Coordinate enhanced security of school facilities with school districts as required.
- Coordinate enhanced security of bridges, overpasses, and key transportation facilities with CALTRANS as required.

LAW (Continued):

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- Coordinate enhanced security of dams as required.
- Coordinate enhanced security of railroads as required.
- Coordinate enhanced security of airports as required.
- Coordinate enhanced security of hazardous material facilities/chemical plants as required.
- MCSD and CHP jointly review emergency action plans, to include evacuation plans as applicable. Coordinate with local/city law jurisdictions as applicable.

FIRE:

- Communicate mutual aid resource status with the Area Fire Coordinator (CDF).

HEALTH:

- Sustain previously implemented actions.
- Prepare disease specific information for dissemination to the public through the EOC Public Information Section, if required. (A)
- Provide guidelines for identification, triage, treatment, and patient dispositions to the medical community, if applicable. (A)

EMERGENCY MEDICAL (EMSA and AMBULANCE PROVIDERS):

- Sustain previously implemented actions.
- Administration and/or ICS Command meet to determine level of direct threat to the facility/agency. (A)
- Consider the following actions. (A)
 - Increase security staff on premises.
 - Notification of employees of increase threat level.
 - Test callback notification systems.
 - Ensure vehicles locked or not left unattended.
 - Test redundant communications systems.
 - Contact OES/EOC for situation status and other considerations.
 - Ambulance Strike Team Leaders communicate with command to assess status and possible need for activation.
 - Health Department DOC may be activated to monitor and report situation status, and determine the need and indication for full activation.
 - Contact Health Department for public health situation and other considerations/coordination.
 - Coordinate public information messages with Operational Area EOC (Public Information Section), public health, and/or other emergency management agencies as applicable.

HOSPITALS:

- Administration or HEICS/ICS Command Staff meet to determine level of direct threat to the facility/agency. (A)
- Consider the following actions. (A)
 - Increase security presence and/or staff on premises.
 - Test callback notification systems.
 - Decrease number of ingress and egress public and employee access point to facility.
 - Test redundant communication systems.

HOSPITALS (Continued):

- Assess additional resource needs through EMSA.

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- Determine when emergency management plan may need to be activated.
- Contact OES or EMSA for situational status and/or other considerations.
- Increase bioterrorism surveillance activities of the Infection Control departments, focusing on Emergency Department admissions, clinic presentations, and others within the facility.
- Hospital Command Staff may be activated to monitor and report situation status and determine the need and indication for full activation.
- Coordinate public information messages with the Operational Area EOC (Public Information Section), public health, EMSA, and other emergency management agencies as applicable.

EMERGENCY COMMUNICATIONS:

- If Threat Condition change received via CLETS or NAWAS, immediately notify the Emergency Services Manager.
- Upon direction of the Emergency Services Manager, notify all fire and law agencies by radio transmission and/or page of the change in Threat Condition. Notify ECC, AMR, Health Director, and EMSA Director by most appropriate expeditious means.
- Designate direct liaison with OES.
- Enhance CAD assessment and incident analysis.
- Initiate regular security checks of remote radio sites and installations.

PUBLIC WORKS:

- Sustain previously implemented actions.

RED CROSS/CARE & SHELTER AGENCIES:

- Notify management, staff, and volunteers of higher alert and readiness level in a confidential manner.
- EOC Staff members placed on alert.
- Advise care and shelter teams of possible sheltering and support requirements.
- Ensure shelter and vendor agreements are in a readiness state.

ALL:

- **Acknowledge receipt of Threat Condition change, and notify OES of setting of the Threat Condition for your agency/jurisdiction.**
- Establish identity checks for access. Restrict facility access.
- Take appropriate precautions as predicated by the specific threat.
- Assess canceling of vacations, days off, and out-of-area training. Increase working hours staffing as required.
- All jurisdictions report operational status to Op Area EOC using RIMS as applicable.

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SEVERE CONDITION
"RED"

PROTECTIVE MEASURES

SEVERE RISK OF TERRORIST ATTACKS: In addition to the previously outlined Protective Measures, the following may be applied:

- Assigning emergency response personnel and pre-positioning specially trained teams.
- Monitoring, redirecting or constraining transportation systems.
- Closing public and government facilities.
- Increasing or redirecting personnel to address critical emergency needs.

AGENCY ACTION CHECKLIST

OP AREA/OES:

- Notify all agencies of change in Threat Condition.
- Assess local threat with Sheriff's Office/law agencies, Health, and EMSA as required. (A)
- Activate EOC at Level 2 or 3 as required.
- Activate EOC Security Plan as required.
- Activate RIMS for communications with REOC.
- Coordinate requests for additional resources as required.
- Coordinate emergency public information.
- Activate ACSO/ARES/RACES as required.
- Prepare to activate Shelter Operations and provide security as required by the threat.
- Coordinate with FAA regarding air space restrictions and/or closings as applicable.
- Review applicability of declaring a local State of Emergency.

LAW:

- Establish "Unified Incident Command" as applicable.
- Close court houses, city halls, and other county/local government facilities to public access as directed.
- Close schools as directed.
- Close airports as directed.
- Close malls, shopping centers, and theatres as applicable.
- Close public gathering places as applicable.
- Cancel or curtail public events as applicable.
- Undertake protection of local area VIP's consistent with the threat.
- Undertake protection of agricultural processing and hazardous material facilities and dams as required/directed.
- Undertake protection of hospitals and medical facilities as required/directed. (A)
- Undertake protection of essential facilities as required/directed.
- Coordinate with CALTRANS/Union Pacific and/or undertake protection of bridges and railroads as required/directed.

LAW (Continued):

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- Issue protective clothing and/or equipment as required.

FIRE:

- Establish “Unified Incident Command” as applicable.
- Issue protective clothing and/or equipment as required.

HEALTH:

- Establish “Unified Incident Command” as applicable.
- Ensure maximum coordination with hospitals and other health care facilities.
- Activate Health Department Operations Center (DOC) as required (A)
- Alert emergency departments, acute care facilities, and infection control nurses of any suspected bioterrorism agent(s) if applicable. (A)
- Review plans for isolation and quarantine if applicable. (A)
- Review plans for mass prophylaxis, or treatment, if applicable. (A)

EMERGENCY MEDICAL (EMSA and AMBULANCE PROVIDERS):

- Establish “Unified Incident Command” as applicable.
- Issue protective clothing and/or equipment as required.
- Notify staff of high alert status, mandatory increased awareness, and security measures. (A)
- Increase security at dispatch centers. (A)
- Regular check-in with ambulance unit crews in the field. (A)
- Develop/activate plan to increase available staff and units should an incident occur. (A)
- Notify ambulance strike team leaders of increased alert and need for preparedness for possible activation. (A)
- Activate pertinent EOC Staff and/or Health Department DOC positions as required by the situation and current status. (A)

HOSPITALS:

- Notify staff of high alert status and need for increased awareness. (A)
- Augment security services within facility. Conduct daily security personnel briefings. Establish maximum security as applicable. (Coordinated effort with Law.) (A)
- Reduce non-essential operations. (A)
- Activate and test the Medical Disaster Communications System with EMSA. (A)
- Further restrict public ingress and egress access with increased security screening. Consider facility lock-down condition and procedures; update current procedures. Re-educated security personnel on lock-down procedures. (A)
- Inspect incoming packages, purses, backpacks, and other suspicious materials as required. (A)
- Inspect incoming packages, deliveries, and other incoming objects and equipment. (A)
- Consider rescheduling/canceling elective surgical procedures. (A)
- Perform a bed availability status internally and report to the Operational Area EOC and Health Department DOC as requested. (A)
- Increase BT surveillance by infection control personnel and front-line practitioners (Emergency Department, etc.) and reporting to the Health Department. (A)
- Develop/activate a plan to increase available staff should an incident occur. (A)
- Activate Hospital EOC Command Staff and pertinent HEICS/ICS positions as required to

HOSPITALS (Continued):

meet the situation and status. (A)

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EMERGENCY COMMUNICATIONS:

- If Threat Condition change received via CLETS or NAWAS, immediately notify the Emergency Services Manager.
- Upon direction of the Emergency Services Manager, notify all fire and law agencies by radio transmission and/or page of the change in Threat Condition. Notify ECC, AMR, Health Director, and EMSA Director by most appropriate expeditious means.
- Establish maximum facility security.
- Refer public inquiry calls to EOC. Triage calls as applicable.

PUBLIC WORKS:

- Preposition support logistical resources as directed.

RED CROSS/CARE & SHELTER AGENCIES:

- Establish high alert status, staff EOC as required, and notify chapter leads.
- Advise Zone of activities.
- Report to EOC upon Level 1 or higher activation.
- Continue to monitor paid and volunteer staff for 12 hour shifts.
- Coordinate with OES for safe routes, safe locations for sheltering for safety of workers in HazMat conditions/situations.
- Increase or redirect personnel to address critical emergency needs as required.

ALL:

- **Acknowledge receipt of Threat Condition change, and notify OES of setting of the Threat Condition for your agency/jurisdiction.**
- Activate emergency plans as appropriate.
- Cancel vacations, days off, and out-of-area training. Shift to “12 on - 12 off” rotation. Increase shift staffing as required.
- Report readiness status to City/District EOC or DOC. This information will in turn be forwarded to the Operational Area EOC.
- Establish a “wartime” footing.
- Maximize security of facilities, vehicles, and all rolling stock.
- Take appropriate actions as predicated by the specific threat.

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NOTES:

- At their discretion, agencies may institute actions from a higher threat condition while the overall situation remains at a lower threat condition. In the event this action is undertaken, the Operational Area Emergency Operations Center (EOC) will be advised.
- Nothing within this checklist is intended to preempt the prerogatives of local officials.
- **This matrix has been developed with the assumption, which in the event of a terrorist attack or incident within the State of California, Condition “Orange” or Condition “Red” will be set for the entire State. (A)**

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AMERICAN RED CROSS

HOMELAND SECURITY ADVISORY SYSTEM RECOMMENDATIONS

- The **American Red Cross** has developed recommended actions for each HSAS Condition for the following civilian categories:
 - **Individual.**
 - **Family.**
 - **Neighborhood.**
 - **Schools.**
 - **Businesses.**

These “Recommendations” have been added to the **Monterey County Operational Area Terrorism Threat Conditions Matrix** in unaltered format in order to ensure continuity with national preparedness efforts and to enhance awareness among all participating disciplines and local jurisdictions.

- Additionally, the “Recommendations” are intended to be employed in local preparedness outreach efforts, and as such, may be duplicated and distributed to the local populace.
- Inclusion of the “Recommendations” has been coordinated with the **Monterey County and Carmel Area Chapters of the American Red Cross.** The cooperation and support of both organizations is deeply appreciated.

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

Annex O – CEOP Implementation Plan

General

This annex provides a general plan for the implementation of the revised Carmel Emergency Operations Plan (CEOP) by the City. To the extent possible, the plan is displayed in the form of a sequential action matrix. Revised CEOP implementation steps are highlighted.

Implementation Plan

<u>NO.</u>	<u>ACTION</u>	<u>ACTION PARTY</u>	<u>DUE DATE</u>
1.	CONDUCT TTX/MODIFIED FNX	REMG & CEOC STAFF	Nov. 2024
2.	SUBMIT REVISED PLAN TO CITY COUNCIL FOR APPROVAL	CITY ADMINISTRATOR & DIRECTOR OF PUBLIC SAFETY	January 2024
3.	DESIGNATE CEOC STAFF TO FILL VACANCIES AS THEY OCCUR	CITY ADMINISTRATOR & DEPT. HEADS	ONGOING
4.	APPROVE PLAN	CITY COUNCIL	January 2024
5.	CONDUCT ICS-100/200 TRAINING FOR NEW CEOC STAFF MEMBERS	DIRECTOR OF PUBLIC SAFETY & CEOC STAFF	ONGOING
6.	SUBMIT PLAN TO CALOES FOR APPROVAL	DIRECTOR OF PUBLIC SAFETY	IF REQUIRED
7.	PROVIDE COPY OF REVISED CEOP TO MOCO OES, MONTEREY, & PACIFIC GROVE	DIRECTOR OF PUBLIC SAFETY	February 2024
8.	COMPLETE ICS-700 INTERACTIVE COURSE FOR ALL NEW CEOC STAFF	NEW CEOC STAFF MEMBERS	ONGOING
9.	CONDUCT WEB EOC POSITIONAL TRAINING (NOTE 2)	CITY STAFF	October 2024
10.	READ REVISED CEOP (NOTE 3)	CEOC STAFF	October 2024
11.	CONDUCT EOP SPECIFIC AND POSITIONAL TRAINING	REMG & CEOC STAFF	November 2024

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12.	CRITIQUE TTX	REMG & CEOC STAFF	+ 30 DAYS AFTER NO. 1
13.	ASSESS ADDITIONAL TRAINING FOR CEOC STAFF	REMG & CEOC STAFF	+45 DAYS AFTER NO. 11
14.	DESIGN ADDITIONAL FUNCTIONAL/EXERCISE TRAINING (NOTE 1)	DIRECTOR OF PUBLIC SAFETY & REMG	NLT FEB 2025 & AT SIX MONTH INTERVALS
17.	CONDUCT ADDITIONAL FUNCTIONAL/EXERCISE TRAINING (NOTE 1)	DIRECTOR OF PUBLIC SAFETY & REMG	AT SIX MONTH INTERVALS AFTER November 2024
18.	CRITIQUE TTX	REMG & CEOC STAFF	+ 30 DAYS AFTER EACH EVOLUTION
19.	OTHER TRAINING AND ACTIONS AS REQUIRED	DIRECTOR OF PUBLIC SAFETY & AS ASSIGNED	AS REQUIRED

NOTES:

1. TRAINING TO INCLUDE REPRESENTATIVES OF THE CARMEL INN-KEEPERS' ASSOCIATION/HOSPITALITY INDUSTRY, CHAMBER OF COMMERCE, CENTRAL COAST CHAPTER OF THE AMERICAN RED CROSS, CERT TEAMS, AND SERVICE GROUPS AS DESIRED.
2. **WEB EOC** TRAINING MAY BE CONDUCTED INDEPENDENT FROM CEOC TTX/FNX (Tabletop Exercise/Functional Training Exercise) TRAINING.
3. IF DESIRED, FORMAL FAMILIARIZATION TRAINING CAN REPLACE THIS ELEMENT.

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

Annex P – Carmel (City) Beach Closure and Evacuation Plan

General

This annex provides a general plan for the closure and evacuation of the Carmel-by-the-Sea (City) Beach in the event of a Tsunami Watch/Warning, Coastal Flooding Watch/Warning, High Surf Watch/Warning, or any other natural or manmade phenomenon requiring the timely evacuation of the beach to preserve life and property. The City of Carmel has established procedures for Beach Evacuation as contained herein.

Carmel (City) Beach

Carmel Beach defines the western boundary of the City and is approximately 0.9 miles in length. Bordering on Carmel Bay, it is popular with tourists and local citizens alike. Numerous homes border and/or overlook the Beach. During periods of warm, pleasant weather and holidays, the Beach can be used by thousands in a given day. Access to the Beach is restricted to well-defined entry points and stairways. Although not known for the highest local wave sets, the Beach is popular with local surfing enthusiasts.

Concept of Operations

Several natural phenomena have the capacity to cause conditions that would warrant closure of the Carmel-By-The-Sea Beach as a protective measure to preserve life and/or property. These include, but are not limited to, the following:

- High surf conditions caused by high winds and/or storm surge.
- Very high tides.
- A combination of the two conditions above.
- A tsunami.
- Pollution or contaminants in the water.
- Potentially dangerous sea life such as jellyfish or a shark attack.
- Health and Safety Concerns as the result of a pandemic or natural disaster.

Alerts, watches, or warnings of these conditions may be received by the City from several sources, including:

- Emergency Bulletins from the Monterey County Operational Area Emergency Operations Center.
- Emergency notifications from the Governor's Office of Emergency Services or the Coastal Region, Governor's Office of Emergency Services.

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- Advisories, watches, and/or warnings issued by the National Weather Service.
- Emergency bulletins, contamination notices, or beach closure notices issued by the Monterey County Department of Health.
- On-scene observations by city employees or other qualified personnel.

Safety of Personnel

Emergency situations associated with the ocean can pose distinct safety risks for responding personnel as well as beachgoers. Safety will be the primary consideration in any response to an ocean emergency event. Incident Commanders should ensure that all safety precautions are in place and implemented during any response. Accountability procedures for personnel will be established prior to personnel venturing onto the Beach. Personnel will be recalled from the Beach in the event dangerous conditions threaten their safety.

Operational Responsibilities

When information is received from any source that the safety of citizens on or in the vicinity of the beach may be jeopardized, the following actions will be taken:

- **On-Duty Police Watch Commander:**
 - Gather all the information and details on the situation.
 - Notify and brief the Director of Public Safety.
 - Alert off duty personnel to the possible need to report for emergency duty.
 - Provide on-scene Incident Commander and establish the Incident Command Post (ICP) at the Ocean Avenue Beach Parking Lot.
 - Assess the situation with on-duty personnel.
- **Director of Public Safety:**
 - Direct the activation of additional personnel resources, if required.
 - Notify the City Administrator and provide all details regarding the potential closure of the Beach.
 - Recommend activation of the CEOC, if required.
 - Direct the closure of the Carmel Beach if directed.
 - Position fire service and law enforcement personnel to ensure non-entry into the Beach.
 - Clear all private vehicles from parking areas adjacent to the Beach.
 - Provide traffic control and directions in the vicinity of the Beach.
 - Continue to assess the situation to determine if an actual emergency exists.

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- Ensure that the Monterey County Office of Emergency Services or the Monterey County Operational Area EOC is informed of the situation and the actions taken by the City.
- Ensure allied Governmental Agencies are notified as appropriate, including but not limited to: Monterey County Health Department, Water Resources Agency, California Coastal Commission (Coastal Office).
- **Beach Evacuation and Closure Guidelines:**
 - The Carmel City Beach may be evacuated and closed in the interest of public safety, health, and welfare. Decisions to evacuate/close the beach, or parts thereof, should be supported by information that would reasonably warrant the City to consider such action as reasonable and necessary.
 - Facilitating an emergency beach evacuation/closure is subject to the following process:
 - Director of Public Safety (or designee), or a management representative of Public Works, or Fire Department, or Forestry recommends to the City Administrator (or Designee) to close Carmel City Beach and reasons supporting the request.
 - City Administrator reviews the request for beach closure and if approved, the following actions will occur.
 - The Director of Public Safety, or designee, will take the following actions as necessary and appropriate for the situation:
 - Direct the evacuation of the beach using all available city field personnel as appropriate; this includes police, fire, public works, and forestry/beach personnel as needed. Off duty personnel may be summoned to assist if needed. Allied agencies may be requested to assist via mutual aid: Monterey County Sheriff's Office, California Highway Patrol, and California State Parks, other local police departments, and Fish and Game.
 - Notify the Public Works Department to post standardized signs at the Del Mar Beach area and beach stairways as necessary.
 - Prepare and distribute a press release notifying the public, the Chamber of Commerce, the Carmel Innkeeper's Association, and all city staff of the decision to close the beach.
 - Activate the Telephone Emergency Notification System (TENS) to make notification(s) as appropriate.
 - Notify allied government agencies as necessary, including but not limited to: Monterey County Office of Emergency

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Services, the Monterey County Health Department, Water Resources Agency, the Coast Guard, the California Coastal Commission, and Monterey Bay Marine Sanctuary?

- Staging appropriate personnel as necessary to monitor the beach access points and restrict access; ensure closure signs are maintained.

- **City Administrator:**

- Direct closure of the Beach. (The final authority to close the Beach rests with the City Administrator, or his/her designee.)
- Notify the Mayor and City Council.
- Provide liaison with the media until the CEOC Public Information Section Chief is activated.

- **Fire Chief:**

- Prepare to activate off-duty personnel if warranted.
- Assist law enforcement personnel in closing the Beach and enforcing non-entry.
- Assist in traffic control and direction as required.

- **Public Services Director:**

- Mobilize personnel as required.
- Provide and position “Beach Closed – No Access” signs and barriers at each Beach entrance. The following minimum sites will be posted for full Beach closure:
 - Fourth Ave. access easement at Sand and Sea.
 - W/S San Antonio 75 feet south of Fourth Avenue.
 - Del Mar Parking Lot (3) placed west of the lot pavement evenly spaced between the restroom and pump station at the south end of the lot.
 - Eighth Avenue Stairway.
 - Emergency Access south of Eighth Avenue.
 - Handicap Access south of Eight Avenue.
 - Ninth Avenue Stairway.
 - North Tenth Avenue Stairway.
 - South Tenth Avenue Stairway.
 - Eleventh Avenue Stairway.

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- Twelfth Avenue Stairway.
- Thirteenth Avenue Stairway.
- Santa Lucia Stairway.
- Martin Way Stairway.
- Assist the Incident Commander as required.
- Place heavy equipment resources on standby as necessary.
- Block Beach access streets as required.

Tsunami Related Considerations and Actions

While the likelihood of a tsunami impacting the City is relatively low, the potential for damage and threats to life could conceivably go beyond the immediate Beach. Depending on the forecast height of “run-up” of the tsunami, evacuation of homes and structures immediately inland from the Beach may be warranted. Careful consideration should be given by the Director of Public Safety and/or the Incident Commander to the details of the tsunami warning to ascertain the height of “run-up”. “Run-up” is defined as the height above sea level expressed in feet that tsunami generated waves will reach. If a “run-up” of twenty feet is predicted, it would be prudent to evacuate all areas and structures less than twenty feet above sea level.

Most tsunamis that have affected the Monterey Peninsula area have been generated by earthquakes occurring in the Aleutian Island area of Alaska, the Cascadia Subduction Zone off the Southern Oregon Coast, or off the Chilean Coast of South America. Tsunami warnings that result from earthquakes in these areas usually provide ample time to generate warnings and to take protective actions. Tsunamis generated in these areas will take several hours to reach the Monterey Bay Area.

However, earthquakes that could occur offshore in Monterey Bay will not permit sufficient time to provide a warning. Any tsunami generated by this type of event could reach the shoreline in a matter of minutes. Should a strong earthquake be felt in the City, immediate action would be warranted to evacuate the Beach. Should waters offshore of the Beach be observed to recede to an unusually low level, this is a strong indication of an impending tsunami. Immediate evacuation of the Beach should be undertaken as quickly as possible.

Tsunami Run-up Maps are contained in **the Monterey County Tsunami Incident Response Plan (TIRP)**. The maps provide areas that would be inundated by a 0 to 5 meter run-up, and that would be inundated by a 5 to 10 meter run-up. The maps indicate that the majority of the impacts of events of these magnitudes will be contained on the beach below the surrounding bluffs.

In addition to the actions indicated above, **the following additional tsunami actions will be taken in the event a tsunami warning is received:**

- **On-Duty Police Watch Commander:**

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- Ascertain the expected arrival time of the tsunami and the height of “run-up”.
- Provide this information to the Director of Public Safety as soon as possible.
- **Director of Public Safety:**
 - Determine if an evacuation beyond the Beach is warranted.
 - Direct the evacuation of all structures and areas up to the predicted “run-up” height.
- **Fire Chief:**
 - Assist in the evacuation process.
- **Director of Public Works:**
 - Assist in the evacuation process.
 - Provide transportation of vulnerable populations.
- **Assistant City Administrator:**
 - Open and staff the Temporary Assistance Center (TAC).
- **Carmel Area Chapter of the American Red Cross:**
 - Assist in the evacuation process.
 - Provide transportation of vulnerable populations.
 - Assist with staffing the Temporary Assistance Center (TAC).

In the event a strong earthquake is felt in the City, the following immediate actions will be taken:

- **On-Duty Police Watch Commander:**
 - Ascertain the location and magnitude of the earthquake.
 - If the earthquake is offshore and of a magnitude of 6.0 or greater, dispatch an on-duty patrolman to the Beach to observe for any unusual sea changes.
 - Provide this information to the Director of Public Safety as soon as possible.
- **Director of Public Safety:**
 - As a precaution and until information has been received that a tsunami has not been generated, direct the evacuation of the Beach and all structures and areas up to a “run-up” height of twenty feet.

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Beach Closure Evacuation Routes

Evacuations are normally situationally dependent and may be designated by the Incident Commander. However, for the purpose of expeditiously evacuating the Beach, the following streets are considered pre-designated evacuation routes:

- Ocean Avenue eastward.
- Second Avenue eastward.
- Fourth Avenue eastward.
- North San Antonio Avenue northward to Second or Fourth Avenue.
- North San Antonio Avenue southward to Ocean Avenue.
- Eighth Avenue eastward.
- Thirteenth Avenue eastward.
- Santa Lucia Avenue eastward.
- Scenic Road to Thirteenth Avenue and Santa Lucia Avenue southward. (Scenic Road south of Santa Lucia Avenue is not recommended as an evacuation route.)

Other streets or routes may be designated at the discretion of the Director of Emergency Services or the Incident Commander.

See **Annex R – General City Evacuation Plan** for evacuation procedures for inland portions of the City or the entire City.

Telephone Emergency Notification System (TENS)

In the event that evacuation of residences located east of the Beach is required, the use of the **Telephone Emergency Notification System (TENS)** provides the Incident Commander with a real time means of notifying residents in a specific defined area. The TENS, frequently referred to as a “reverse 9-1-1 system”, is activated by contacting the Watch Supervisor at the Monterey County Emergency Communications Center or the Monterey County Office of Emergency Services. Incident Commanders desiring to use TENS should have a clear picture of the area or areas by streets that need to be evacuated in order that the system can be properly programmed and activated. **(See Annex F – Key Points of Contact.)** (Note: Specific protocols for the implementation of TENS that will allow direct interface with the web site by individual jurisdictions are under development. Until these protocols are promulgated, TENS will be activated by the Emergency Communications Center Watch Supervisor by calling **(831) 796-8888.**)

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Annex Q – CEOC Staff and NIMS/SEMS Training Plan

General

The key to gaining and retaining a viable emergency response posture is training of all associated personnel within the context of NIMS/SEMS requirements and maintaining a high level of overall effectiveness. To this objective, the City is committed to training its personnel and maintaining their levels of training through the use of general training, training exercises, and personal NIMS/SEMS training. The annex documents the types of training to be employed and the requisite training for each category of personnel involved in an emergency or disaster.

Training Events/Exercises

To ensure proficiency and continuity in emergency management operations, the City of Carmel will hold quarterly emergency training exercises/evolutions. Specific objectives to be accomplished in any training event will be established prior to approval of the training. Training events will take one of the following forms:

- **General Training Event:** An instructional event designed to inform members of the CEOC Staff in operational, functional, and policy matters.
- **Tabletop Exercise (TTX):** A tabletop exercise is a structured discussion using a specific disaster or major emergency scenario. Individual CEOC staff members discuss or amplify the actions they will take in response to specific “action points” used to develop the scenario. The TTX is self contained with no role playing by participants. All participants are welcome and encouraged to provide input on specific action points. The TTX is a cost-effective way of training CEOC staff members, and can be employed as a precursor for more complex training events. The stress level created by a TTX is relatively low.
- **Functional Exercise (FNX):** A functional exercise involves the CEOC Staff playing their roles in the EOC in response to external stimuli or simulated communications. A scenario with progressive occurrences is employed. Internal and external lines of communications are exercised. Monitors are employed to evaluate the CEOC’s functionality, to keep the exercise on track, and to act out roles. An externally located “Simulation Team” is employed to provide the stimuli and communications. This type of event is more complex and usually runs in excess of two hours to achieve all objectives. The stress level created by a FNX is significantly higher than that created by a TTX.
- **Full Scale Exercise (FSX):** A full scale exercise is similar in concept to a FNX, but adds the dimension of moving and employing resources in the field. For the City of Carmel, this would likely involve the movement of fire, law, and public works assets. A FNX can be personnel and cost intensive, thus the periodicity of

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holding this type of event can be relatively long. The amount of planning involved exceeds that of a FNX and the stress levels can be higher than a FNX. This is the most realistic type of emergency training available, short of responding to an emergency.

Training of CEOC Staff and City Personnel/SEMS/NIMS Training:

In order to ensure compliance with Federal NIMS and State SEMS guidelines, the following matrix identifies the training that the City is required to undertake.

• **Required Training/Attendee Categories:**

- **Required** – All Staff in State and territorial governments with responsibilities for emergency management and incident response. This includes personnel from emergency management agencies, and personnel from agencies who support and interact with the NRF's 15 Emergency Support Functions and Support Annexes. All City employees are considered in this category.
- **Responder Level** – Emergency response providers and disaster workers, entry level to managerial level, including medical service personnel, firefighters, medical personnel, police officers, public health personnel, public works/utility personnel, and other emergency response management personnel
- **Supervisor Level** – All mid-level management, including persons serving as command staff, section chiefs, strike team leaders, task force leaders, unit leaders, division/group supervisors, branch directors, and multi-agency coordination system/emergency operations center staff.
- **Command Level** – Typically required personnel include all persons serving as Command and General Staff in an ICS organization, select department heads/directors with multi-agency coordination system responsibilities, area managers, emergency managers, and multi-agency coordination system/emergency operations center managers.
- **Emergency Managers** – Executives, administrators, policy makers, and officials in local jurisdictions and tribal entities with overall emergency management responsibilities as dictate by law and ordinance. Officials with overall emergency management responsibilities through delegation, and officials primarily involved in emergency planning.
- **PGEOC Staff** – All members of the PGEOC Staff not included in any of the categories listed above.

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- **Training Courses:**

Note: As the course designations, content, and recommended attendees are subject to change, users of this plan should consult the current version of the **National Incident Management System Training Plan** located at http://www.fema.gov/pdf/emergency/nims/nims_training_program.pdf for current courses, requirements, and recommended attendance.

- **Overview Courses:**

- IS-700A – National Incident Management System (NIMS) – An Introduction.
- IS-800B – National Response Framework (NRF) – An Introduction.

- **ICS Courses:**

- ICS-100B/IS 100 – Introduction to the Incident Command System.
- ICS-200A/IS 200A – ICS for Single Resources and Initial Action Incidents.
- ICS-300 – Intermediate ICS.
- ICS-400 – Advanced ICS.

- **NIMS Components and Subcomponents:**

- IS-700 – National Incident Management System (NIMS)
- IS-701A – NIMS Multi-Agency Coordination System.
- IS-702A – NIMS Public Information Systems.
- IS-703A – NIMS Resource Management.
- IS-704 – NIMS Communications and Information Management.
- IS-706 – NIMS Intrastate Mutual Aid – An Introduction.
- IS-775 – EOC Management and Operations
- G-191 – National Response Framework.
- G-402 -- Incident Command System (ICS) Overview for Executive/Senior Officials

- **NIMS ICS Position-Specific Courses (Former/EMI Course Codes):**

- P-400/E/L-950 – All Hazards Incident Commander.
- P-402/E/L956 – All Hazards Liaison Officer.

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- P-403/E/L-952 – All Hazards Public Information Officer.
- P-404/E/L-955 – All Hazards Safety Officer.
- P-430/E/L-958 – All Hazards Operations Section Chief.
- E/L-960 – All Hazards Division/Group Supervisor.
- P-440/E/L-962. – All Hazards Planning Section Chief.
- E/L-964 – All Hazards Situation Unit Leader.
- E/L-965 – All Hazards Resource Unit Leader.
- P-450/E/L-967 – All Hazards Logistics Section Chief.
- E/L-969 – All Hazards Communications Section Leader.
- E/L-970 – All Hazards Supply Section Unit Leader.
- E/L-971 – All Hazards Facilities Section Unit Leader.
- P-460/E/L-973 – All Hazards Finance Admin Section Chief.
- E/L-975 – All Hazards Finance/Admin Unit Leader.
- **SEMS Courses:**
 - SEMS Introduction.
 - SEMS EOC.
 - SEMS Executive.
- **Training Categories and Requirements:** This matrix incorporates federal, state, and City training requirements:

Training Course	Attendees	Completion Date	Remarks
<u>SEMS Introduction</u> (1-2 Hours)	All City Employees Responder Level EOC Personnel	Ongoing	SEMS Requirement
<u>SEMS Introduction</u> (1-2 Hours)	EOC Personnel	Ongoing	SEMS Requirement
<u>SEMS EOC</u> (8 Hours)	EOC Personnel	Ongoing	SEMS Requirement
<u>SEMS Executive</u> (1-2 Hours)	Emergency Managers Level	Ongoing	SEMS Requirement
<u>ICS-100/IS 100</u> (6 Hours)	Responder Level EOC Personnel	Ongoing	Prerequisite for ICS-200 – On Line Course

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<u>ICS-200/IS 200</u> (6 Hours)	Command Level	Ongoing	Prerequisite for ICS-300/400 – On Line Course
<u>ICS-300/IS 300</u> (18 Hours)	Command Level	Ongoing	Prerequisite for ICS-400 – Classroom Course
<u>FEMA IS 700</u> (2-4 Hours)	All City Employees Responder Level EOC Personnel Command Level Emergency Managers Level	Ongoing	On Line Course
<u>FEMA IS-701</u>	EOC Personnel	Ongoing	NIMS Training Program
<u>FEMA IS-706</u>	EOC Personnel	Ongoing	NIMS Training Program
<u>FEMA IS-775</u>	EOC Personnel	Ongoing	NIMS Training Program
<u>FEMA IS 800</u> (3-4 Hours)	All City Employees Responder Level EOC Personnel Command Level Emergency Managers Level	Ongoing	On Line Course
<u>SEMS/NIMS/ICS</u> The Combined Course (8 Hours)	All City Employees Responder Level Command Level Emergency Managers	Ongoing	Equivalent to taking SEMS Introduction, ICS-100 & 200 and IS 700
<u>FEMA G-191</u>	EOC Personnel	Ongoing	NIMS Training Program
<u>FEMA G-402</u>	Senior Elected & Appointed Officials	Ongoing	G-191 Recommended NIMS Training Program

Notes:

1. It is recommended that ICS-300 participants utilize their skills in an operational environment before taking ICS-400. This will provide necessary context and understanding of the skills they will develop when they take ICS-400.)

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2. Ongoing training of new employees or replacements of CEOC Staff members will be undertaken as required.

- **NIMS Training Matrix:** The current **NIMS Training Matrix** is included below for reference purposes.

TRAINING FOR EOC/MACS PERSONNEL

*** ADVANCED NIMS TRAINING ***			IS-701
			IS-706
			G-775
			G-191
		IS-800	
BASELINE TRAINING	ICS-100		
	IS-700		
NIMS COURSES			

EOC/MACS TRAINING NEEDS

CORE COURSES	ADDITIONAL COURSES
ICS-100 IS-700 IS-701 IS-706 IS-800 G-191 G-775	• Specific training based on EOC/emergency management role or expected role. • Training based on jurisdiction risk and/or specific interest.

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SENIOR ELECTED and APPOINTED OFFICIALS TRAINING NEEDS

RECOMMENDED CORE COURSES	RECOMMENDED ADDITIONAL COURSES
• G-402 Incident Command System (ICS) for Executives/Senior Officials.	• G-191. • Training based on jurisdiction risk/or specific interest.

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Annex R – General City Evacuation Plan

General

This annex provides general evacuation procedures for use in evacuating portions of the City or the entire City.

Evacuations and Related Assumptions

The definitions of evacuation categories are contained in the basic plan under **Potential Threats – Evacuations.**

In the event of a potential evacuation, the following parameters or factors will likely exist:

- The likelihood of an evacuation within the City is remote.
- Any circumstances that might require an evacuation will present a significant threat to life and property and may be catastrophic.
- The CEOC will be activated.
- Any decision to evacuate will be made by the Emergency Services Director in concert with key members of the CEOC Staff.
- Any evacuation will need to accommodate individuals with mobility challenges.
- Evacuations will be situationally dependent and routes other than those specified herein may be designated and employed by the Incident Commander.

Designated Operational Area Evacuation Routes

The following designated Operational Area Evacuation Routes are directly applicable to any evacuation occurring in the City of Carmel-by-Sea:

- Highway 1 northbound and southbound.
- Rio Road eastbound as access to Carmel Valley Road.
- Carmel Valley Road eastbound.
- Carpenter Avenue northeastward to Highway 1.

City Evacuation Routes

Evacuations are normally situationally dependent and may be designated by the Incident Commander. However, for the purpose of expeditiously evacuating the City, the following streets/avenues are considered pre-designated evacuation routes:

- Ocean Avenue eastward to Highway 1.
- Junipero Avenue northward to Third Avenue, to Santa Fe, to Second Avenue, to Carpenter, to Highway 1.

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- Junipero Avenue to Serra Avenue to Carpenter Avenue.
- Junipero Avenue southward to Rio Road.
- Fourth Avenue eastward to Junipero Avenue.
- North San Antonio Avenue northward to Carmel Way to Seventeen Mile Drive.
- North San Antonio Avenue southward to Ocean Avenue.
- Eighth Avenue eastward to Junipero Avenue.
- Thirteenth Avenue eastward to connect with Junipero Avenue.
- Santa Lucia Avenue eastward to Junipero Avenue.
- Scenic Road to Thirteenth Avenue and Santa Lucia Avenue southward. (Scenic Road south of Santa Lucia Avenue is not recommended as an evacuation route.)

Other streets or routes may be designated at the discretion of the Director of Emergency Services or the Incident Commander.

See **Annex P – Carmel (City) Beach Closure and Evacuation** Plan for evacuation procedures for the Beach.

Telephone Emergency Notification System (TENS)

In the event that evacuation of any portion of the City is required, the use of the **Telephone Emergency Notification System (TENS)** provides the Incident Commander with a real time means of notifying residents in a specific defined area. The TENS, frequently referred to as a “reverse 9-1-1 system”, is activated by contacting the Watch Supervisor at the Monterey County Emergency Communications Center or the Monterey County Office of Emergency Services. Incident Commanders desiring to use TENS should have a clear picture of the area or areas by streets that need to be evacuated in order that the system can be properly programmed and activated. **(See Annex F – Key Points of Contact.)** (Note: Specific protocols for the implementation of TENS that will allow direct interface with the web site by individual jurisdictions are under development. Until these protocols are promulgated, TENS will be activated by the Emergency Communications Center Watch Supervisor by calling **(831) 796-8888.**)

Evacuation Map

The following page contains a map of the designated evacuation routes.

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CITY OF CARMEL-BY-THE-SEA EVACUATION ROUTES MAP

(Northern Section of the City)

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CITY OF CARMEL-BY-THE-SEA EVACUATION ROUTES MAP

(Southern Section of the City)

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Annex S – Mass Care and Shelter

General

This annex provides the organizational and operational policies and procedures for mass care and shelter operations within the City. These are intended to meet the requirements for feeding, clothing, and shelter needs of people on a mass care basis during major natural disasters, technological incidents, and war-related emergencies. It also cites authorities and specifies the public and private organizations responsible for providing mass care and welfare inquiry services.

The responsibility for first level emergency mass care and shelter is mandated by California law as resting with the local level. Local governments/jurisdictions are required to provide temporary or emergency shelters for people made homeless by a natural disaster or manmade emergency. This is consistent with NIMS and SEMS guidance. Federal mandate directs that the American Red Cross function as the mass care and shelter management agent for emergency operations.

Traditionally, the awareness of local jurisdictions regarding the mass care and shelter operations was that it was in the province of local American Red Cross (ARC) Chapter or the local Salvation Army (SA) organization. Contemporary planning accepts that a major emergency or disaster could easily overwhelm the resources and staffing of these non-profit agencies, rendering sustained mass care and shelter operations as untenable and unresponsive. Consequently, planning for and the implementation of mass care and shelter operations is now considered a joint effort involving the local jurisdiction and the aforementioned non-profit agencies.

Role of the American Red Cross (ARC)

The American Red Cross, as mandated by Federal Law 36-USC-3 and reaffirmed in Public Law 93-288 (Federal Disaster Relief Act of 1974), provides disaster relief in peacetime.

At the state level, the statement of Operational Relationships between the American Red Cross and Governor's Office of Emergency Services (CALOES) and the Memorandum of Understanding between the American Red Cross and the California Department of Social Services establish the operating relationships between these agencies. The major care and shelter responsibilities of the Red Cross in the emergency period are included in the Statement of Operational Relationships and reiterated below.

By definition, emergency mass care includes providing:

- Emergency lodging for disaster victims in public or private buildings.
- Food and clothing for persons in emergency mass care facilities.
- Food for disaster workers if normal commercial feeding facilities are not available.
- Registration and inquiry service.

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- A means to reunite family members.

To accomplish these services, the Red Cross acts cooperatively with state and local governments and other private relief organizations to provide emergency mass care to persons affected by disasters, in peacetime. There is no legal mandate for Red Cross involvement in a State of War Emergency. However, by decision of Chapter Boards of Directors, the Red Cross Chapter Disaster Committees in California may, if incorporated into the civil defense (war emergency) plans of political subdivisions, serve as a component of civil defense to assist with emergency mass care operations.

Overall Objectives

The overall objectives of mass care and shelter operations are to:

- Identify predetermined locations for shelters.
- Determine organizations which have the capability to assist in the care and shelter operations.
- Provide an organizational infrastructure to allow the expeditious and responsive transition to mass care and shelter operations in support of evacuation operations.
- Provide food, clothing, shelter, and other basic necessities of life, on a mass care basis, to persons unable to provide for themselves as a result of a disaster.
- Provide an inquiry service to reunite separated families or respond to inquiries from relatives and friends outside the affected areas.
- Assure an orderly transition from mass care operations and return to separate family living.
- Establish an orderly process to demobilize shelter operations during post-disaster recovery.

Periods and Phases of Mass Care and Shelter Operations

Mass care and shelter operations will usually be associated with the periods and phases indicated below. Emergency response actions associated with the various types of emergencies will be incident specific and will be determined by the numbers of people requiring assistance.

- **Pre-Emergency Period:** The Pre-Emergency Period is divided into two phases as follows:
 - **Normal Preparedness Phase:** During this phase, emphasis will be placed on preparing and updating supporting plans, Standing Operating Procedures (SOP), call-out lists of professional and volunteer personnel, and resource lists. Plans and procedures will provide for coordination and communication channels with counterpart agencies and organizations of other jurisdictions. Volunteers will be trained, and disaster plans will be exercised.

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Because the onset of some disasters can occur with little or no warning, possible sites for shelter and mass feeding should be pre-selected, and listings should be included in the matrix contained in this annex. Agreements should be concluded with appropriate persons, such as managers or owners of hotels or restaurants. Arrangements and agreements for provision of required resources and supplies should also be made in this period.

- **Increased Readiness Phase:** This phase could begin upon receipt of an accredited earthquake prediction, the forecast of a flood, or a rapidly deteriorating international situation that could lead to a possible attack upon the United States. Increased readiness actions will include reviewing and updating plans, SOPs, call-out and resource lists, and accelerating training. Available resources will be mobilized and volunteers alerted.
- **Emergency Period:** The Emergency Period is divided into three phases as follows:
 - **Pre-Impact Phase:** Most actions to be accomplished during the pre-impact phase would be precautionary and would be centered on taking appropriate countermeasures to protect people should the jurisdiction be impacted by an event such as a slow-rising flood, a health-endangering hazardous material incident, or nuclear attack. If it is the type of disaster that requires mass care, shelters and feeding facilities will be opened, manned, and supplied. The Local Care and Shelter Coordinator, alternate or other designee, and a representative of the Red Cross will report either to a 24-hour dispatch facility located in or immediately adjacent to the affected area or to the Carmel-by-the-Sea Emergency Operating Center (CEOC) if it has been activated. Detailed information on shelter and feeding facilities will be disseminated to the public through the Public Information Officer (PIO).
 - **Immediate Impact Phase:** If there has been ample warning, shelter, feeding, and other care services will have begun outside the threatened area. However, should an area that was perceived to be safe be impacted, some relocates may have to be transported to another lodging facility, and feeding operations may have to be transferred to another site.

If the disaster occurs without warning, local officials and the Local Care and Shelter Coordinator, in conjunction with the Red Cross need to assess the requirements for shelter and mass feeding. They must also determine which of the pre-selected facilities may have become inaccessible, damaged, or destroyed, and which are still available for mass care. As normal communications facilities may not be functioning, other means (such as amateur radio operators, CERTs or person-to-person contact) may have to be used to communicate with shelter managers and other mass care personnel. Most emergency personnel, however, will be expected to report to pre-assigned duty stations. Obtaining appropriate supplies and resources and distributing them to the specified sites may require improvising solutions and

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deviating somewhat from the original plan. In the case of a major disaster, shelter may be required outside the local area and provided through mutual aid channels. In addition, temporary feeding services may be requested to be provided by state agencies and the military.

- **Sustained Emergency Phase:** In the Sustained Emergency Phase, it may be possible for some displaced persons to be moved to improved quarters, such as hotels, or even to return to their homes. However, shelter, mass feeding, and welfare inquiry services will continue until they are no longer required.
- **Post-Emergency Period (Recovery):** In the Post-Emergency Period, most of the basic needs of the population will have been provided, and, if the disaster was large, the federal and state governments will have become heavily involved in providing financial aid to victims. Disaster Assistance Centers (DACs) or Temporary Assistance Centers (TACs) will be set up to coordinate the delivery of these services. Local officials and private agencies still have responsibility for phasing out the mass care facilities and assisting displaced persons in obtaining temporary housing and other aid.

Organizational Responsibilities

This section provides an overview of the statewide care and shelter organization down to the Care and Shelter Coordinator at the local level and shows the source of management personnel. The responsibilities of Care and Shelter Coordinators at the Local, Operational Area, and Mutual Aid Region levels, the State Care and Shelter Director, supporting state agencies, and the private sector are discussed herein.

- **Local Care and Shelter Coordinator:** The Local Care and Shelter Coordinator has the responsibility for coordinating local government resources, requesting and responding to mutual aid forces, and providing support to the Red Cross. For peace-time disasters, the Coordinator should ensure that the head of the local government has signed the proclamation designating the Red Cross as the official disaster relief agency and make arrangements with other private organizations, such as the Salvation Army and the Mennonites to assist in care and shelter. If there is no local Red Cross chapter or other private organization in the immediate area to open and operate mass care facilities immediately after impact, the Local Care and Shelter Coordinator should have plans to perform this function until private organizations arrive on the scene.
- **State of California:** The Director of the State Department of Social Services will serve as the State Director of Care and Shelter and will have the overall responsibility for coordinating statewide care and shelter operations and support requirements.

The California Department of Social Services is responsible for:

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- Serving as the lead agency in coordinating state agency care and shelter response to support local operations.
- Providing departmental personnel and other resources to function in Disaster Assistance Centers upon request of the California Director of Emergency Services.
- Coordinating the capabilities of County Social Services Departments (or similar agencies) to respond to the disaster.
- Recommending interregional transfer of evacuees or resources to equalize distribution of the evacuee case loads.
- **Federal Government:** Federal support for care and shelter operations will be provided once a Presidential Declaration has been signed. Additional assistance following a Presidential Declaration will be coordinated by the Federal Emergency Management Agency (FEMA).
- **Business and Industry:** Business and industry with personnel and resources needed to meet emergency requirements will be identified and utilized by local emergency organizations. In the case of care and shelter, voluntary agreements may be made with hotel, motel, or restaurant owners to use their personnel and facilities.

Shelter Designation

The City of Carmel-by-the-Sea, in partnership with the Monterey Bay Area Chapter of the American Red Cross, will designate specific shelter sites to serve evacuees of the City. An unpublished listing of all designated shelters will be maintained by the Chapter and the City, and updated on an annual basis. Designation will be accomplished through use of “shelter agreements” provided by the National Headquarters, ARC. Shelters may or may not be located within the confines of Carmel-by-the-Sea, and may be designated in conjunction with neighboring jurisdictions. Sheltering designation and activation will be coordinated with adjoining jurisdictions.

Mass Care and Shelter Operations

Under most circumstances, the City and/or the Chapter will open and operate the shelters with trained volunteers. However, in some circumstances such as a widespread disaster or major emergency, the City may be required to augment Chapter staffing, or operate shelters with its own resources. The use of volunteers from community service organizations is an option for augmenting Chapter staffing. The use of emergent volunteers who have not been screened as emergency services workers is not recommended.

Shelter operations are intended to be temporary in nature and provide mass care on a basic life support level. Facilities that have the capacity to provide this minimal level of support are selected for this purpose. The following elements and planning considerations are germane:

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- The capability to provide simple but wholesome mass feeding of evacuees.
- The capability to provide drinking water to evacuees.
- The capability to provide basic sanitary facilities to evacuees.
- The capability to provide rest facilities for evacuees. This can include cots, pads, and blankets.
- The capability to provide internal and external security to evacuees.
- If available, the capability to provide shower facilities to evacuees.
- In large disasters, all suitable buildings, other than those being used for other emergency functions, may be used for lodging.
- Schools are the most preferred facilities for lodging, as they are public facilities and can accommodate a large number of persons. Churches are also appropriate, as they are often large and often have feeding facilities on the premises.
- Arrangements should be made in advance with owners or managers of many facilities for use in large disasters and after small disasters that require a number of different sites. Arrangements should also be made during a disaster, if possible, for backup shelter should the threat change location (for example, a wind shift after a hazardous material spill).
- In large disasters, commercial lodging facilities such as motels and hotels should be reserved for the infirm that require above average comforts and conveniences.
- It is imperative that the list of lodging facilities be kept up-to-date.
- When possible, most of the lodging operations will be performed by personnel normally associated with the facility. In large disasters, the relocates themselves, under the supervision of the facility manager are expected to assist with many, if not most, of the operations.
- Pets may not be allowed in some lodging facilities but will be cared for in animal shelters or veterinarians' facilities. Coordination should be undertaken with the Monterey County SPCA, or other organizations capable of providing shelter for pets.
- Only minimal health needs will be attended to in lodging facilities. If possible, sick persons or those with specific medical support needs will be transferred to medical facilities or facilities that can provide the specific care needed.

Feeding Operations

The following considerations are germane to planning and conducting feeding operations:

- In peacetime emergencies, plans will be made for mobile feeding, to include feeding at the scene of the disaster; providing refreshment services at hospital waiting

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rooms, morgues, and places where disaster victims and emergency workers congregate; and delivering food to persons in isolated areas.

- In most disasters, it is expected that a central facility will be set up for mass feeding and that most of the feeding operations will be performed by personnel associated with that facility. Where possible, the owners or managers of feeding establishments will manage the mass feeding operations.
- Mass feeding schedules will be provided to Lodging Facility Managers.
- Special diets will be provided as required.
- Arrangements will be made with 24-hour restaurants and fast food outlets to provide supplies of food initially, until mass feeding operations can be organized.
- Government-provided food will be obtained, if possible, and food supplies donated in bulk should be used to the extent possible.

Movement Operations

See Annex T – Transportation and Movement for movement operations.

Temporary Assistance Center (TAC)

The Temporary Assistance Center (TAC) will be situated in the Carmel Youth Center, located next to the Police Department, and will be used to provide citizens with initial information and assistance following their evacuation from their neighborhood. The TAC will also serve as the primary “evacuation collection point” or “ECP” for evacuees. Other evacuation collection points may be designated as the situation dictates. Evacuees will remain at the TAC only until they can be assigned to and transported to a shelter, or allowed to return to their homes. The lobby of the Carmel Police Department can also be used as a Temporary Assistance Center and should be considered if the need is for a small population. Starting the TAC in the lobby of the Police Department will also assist with knowing the need for a full activation of the Carmel Youth Center as a TAC.

People with Access and Functional Needs (Previously Known as Vulnerable Populations/Populations at Risk/Special Needs Populations)

The requirement to accommodate and evacuate persons with access and functional needs is exacerbated during a major emergency or disaster situation. Evacuation operations need to consider and be prepared to handle a wide variety of special needs from all segments of the community. Caring for the elderly, people who are medicine dependent, or citizens with mobility challenges are generally accepted as commonplace. However, emergency responders should be prepared for other special needs as well. These could include, but are not limited to:

- People with illnesses that render them immobile or bedridden.
- Those who are unable to adequately care for themselves.

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- People dependent on special life support equipment, including oxygen.
- People who are medicine dependent and not able to medicate themselves without assistance.
- People with mental illnesses who may not be cooperative with responders.
- Dementia patients.
- People in or not in shock who cannot accept the change in their status quo, and who may become highly emotional of leaving their personal surroundings.

Consistent with legal rulings and protocols, the City will endeavor to maintain a registry of all persons (households) that meet the definition of a “people with access and functional needs”. This can be accomplished with the assistance of the ARC or other community based/service organizations, or by voluntary registration of residents themselves. All persons with access and functional needs are encouraged to participate in the registry. When evacuations are anticipated or being undertaken, registry information will be provided to first responders by the CEOP Staff.

First responders who are charged with evacuating a person or persons with access and functional needs are responsible for notifying the shelter management as soon as possible of the specifics applicable to the evacuee.

Handling of Mass Care and Shelter Operations During a Catastrophe

In the event of a catastrophic emergency, the City may elect to implement the following plans in coordination with the Monterey County Operational Area:

- **Regional Catastrophic Interim Housing Plan,**
- **Regional Catastrophic Mass Care and Sheltering Plan,**
- **Monterey County Catastrophic Earthquake Mass Care and Sheltering Plan/Interim Housing Plan**

Designation of Mass Care and Shelter Facilities

The City and the Monterey Bay Area Chapter of the American Red Cross (ARC) will maintain an unpublished listing of all shelter agreements and associated shelter facilities. The activation and use of any mass care and shelter facility will be situationally dependent on the nature and location of the emergency, the number of evacuees, and other factors extant. The locations of shelters will be announced by the Carmel-by-the-Sea Emergency Operations Center in conjunction with supporting agencies, neighboring jurisdictions as appropriate, and the Monterey County Office of Emergency Services/Emergency Operations Center.

The following matrix provides only a format and an example of this listing. The listed entries are examples and may or may not be activated/used in the event of an evacuation.

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EXAMPLE OF SHELTER LISTING MATRIX

(The shelters listed are example entries only and may not be officially sanctioned shelters.)

No.	Name	Location	Capacity	Facilities and Remarks
1.	Youth Center	Behind PD	TBD	Use limited to that of a Temporary Assistance Center (TAC)
2.	Carmel High School Cafeteria & Gymnasium	Highway 1	TBD	Feeding facilities may be activated on site.
3.	Carmel Middle School	Carmel Valley Road	TBD	Feeding facilities may be activated on site.
4.	Local Hotels/Motels	Various	100-250	Use dependent on current number of guests in residence. Some facilities may be located in other local municipalities.
5.	Junipero Serra School	Carmel Mission	200-400	Feeding facilities may be activated on site.
6.				
7.				

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Planning Guidance and Future Considerations

As a result of recent major disasters in which the care and shelter of evacuees did not meet contemporary emergency management standards, it is anticipated that this area of emergency response will continue to receive planning attention from the operational area, state, and federal levels. As such, additional requirements and/or planning guidance may be forthcoming. Those responsible for the preparation and maintenance of the plan and this annex need to diligent in monitoring guidance related developments at all functional levels.

As Monterey Peninsula jurisdictions continue to pursue forms of service and emergency management consolidation, the protocols delineated in this annex could change. It is anticipated that the issue of mass care, movement, and shelter will be a critical element to be addressed during any future consolidation of service consultations.

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CITY OF CARMEL-BY-THE-SEA
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Annex T – Transportation and Movement

General

This annex provides the organizational and operational policies and procedures for transportation and movement operations within the City during a major emergency or disaster. These are intended to meet the requirements for evacuating people during major natural disasters, technological incidents, and war-related emergencies. It also cites authorities and specifies the public and private organizations that could provide assistance for transportation and movement services.

The responsibility for first level transportation and movement rests with the local level. Local governments/jurisdictions may be required to provide initial transportation and movement during a major emergency or disaster due to the unavailability of personal transportation.

Overall Objectives

The overall objectives of mass care and shelter operations are to:

- Identify persons or populations needing transportation and movement.
- Determine organizations which have the capability to assist in transportation and movement operations.
- Provide an organizational infrastructure to allow the expeditious transportation and movement of evacuees to designed assistance centers and/or shelters.
- Assist in the orderly transition from mass care and shelter operations by returning evacuees to their family dwellings.

Periods and Phases of Mass Care and Shelter Operations

Transportation and movement operations will usually be associated with the periods and phases indicated below. Emergency response actions associated with the various types of emergencies will be incident specific and will be determined by the numbers of people requiring assistance.

- **Pre-Emergency Period:** The Pre-Emergency Period is divided into two phases as follows:
 - **Normal Preparedness Phase:** During this phase, emphasis will be placed on preparing and updating supporting plans, Standing Operating Procedures (SOP), call-out lists of professional and volunteer personnel, and resource lists. Plans and procedures will provide for coordination and communication channels with counterpart agencies and organizations of other jurisdictions. Volunteers will be trained, and disaster plans will be exercised.

Because the onset of some disasters can occur with little or no warning, possible means and resources should be pre-selected. Agreements should be concluded with appropriate transportation providers.

- **Increased Readiness Phase:** This phase could begin upon receipt of an accredited earthquake prediction, the forecast of a winter storm or flood, or a rapidly deteriorating international situation that could lead to a possible attack upon the United

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States. Increased readiness actions will include reviewing and updating plans, SOPs, call-out and resource lists, and accelerating training. Available resources will be mobilized and volunteers alerted.

- **Emergency Period:** The Emergency Period is divided into three phases as follows:
 - **Pre-Impact Phase:** Most actions to be accomplished during the pre-impact phase would be precautionary and would be centered on taking appropriate countermeasures to protect people should the jurisdiction be impacted by an event such as a slow-rising flood, a health-endangering hazardous material incident, or nuclear attack. If it is the type of disaster that requires mass care, shelters and feeding facilities will be opened, manned, and supplied. The Transportation Branch will develop plans to ensure the timely and orderly transportation of those persons needing shelter and/assistance from their residences or collection points to designated shelters.
 - **Immediate Impact Phase:** Depending on the type of emergency involved, it should be anticipated that the need for transportation and movement operations will be evident almost immediately following the initial impact and increase exponentially thereafter. Plans should consider this factor.
 - **Sustained Emergency Phase:** In the Sustained Emergency Phase, it may be possible for some displaced persons to be moved to improved quarters, such as hotels, or even to return to their homes. However, shelter, mass feeding, and welfare inquiry services will continue until they are no longer required. Transportation and movement operations should anticipate “on-demand transportation requirements” to fulfill these needs.
- **Post-Emergency Period (Recovery):** In the Post-Emergency Period, most of the basic needs of the population will have been provided, and, if the disaster was large, the federal and state governments will have become heavily involved in providing financial aid to victims. Disaster Assistance Centers (DACs), Temporary Assistance Centers (TACs), and temporary Department of Motor Vehicles Assistance Centers will/may be set up to coordinate the delivery of these services. The City may find that it is necessary to arrange transportation of affected persons to and from these centers.

Movement Operations

The movement of evacuees and those persons potentially requiring shelter is the province of “movement operations”, and normally executed by the Transportation Branch. Of necessity, these operations must be responsive, timely, be capable of handling relatively large numbers of evacuees, and consider the special needs of the evacuees. Options available to accomplish these operations include, but are not limited to:

- Employment of commercial transportation assets, including Monterey-Salinas Transport (MST) buses, and local taxi companies.
- Employment of school bus assets, including Carmel Unified School District (CUSD) and other local school district assets.
- Service/volunteer organizations with transportation assets, including the ARC.

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- Military assets, including those from Presidio of Monterey (POM).
- Mutual aid assets. (Various organizations could be employed to provide transportation services, including, but not limited to, activated National Guard and Army Reserve units.)
- Local ambulance assets, including units from AMR, MRCFD, and CFA, and other medical transportation assets.
- Volunteer assets provided by hospitality/resort establishments with transportation capabilities.
- Emergent volunteer assets, including ad hoc transportation arrangements.

Under most emergency circumstances, the shelter operations generate the need for “movement operations” in order to transport a large number of evacuees from their places of residence or from “evacuation collection points” to the shelter facilities. It should be anticipated that “movement operations” and “shelter operations” will complement each other during an actual evacuation. The prior coordination of “movement operations” with shelter operators is essential to ensure that evacuees are treated with consideration and that the shelter operations are not inundated with more evacuees than can be handled in a safe and caring manner. The coordination of evacuation driven “movement operations” and public information is essential to safe and effective operations.

“Movement operations” in support of an evacuation within the City may not be confined to the City. Shelters may be designated in neighboring cities or locales, and shelters for evacuees with special needs may be designated to consolidate those evacuees in specialized facilities more suited to care for their needs.

Temporary Assistance Center (TAC)

The Temporary Assistance Center (TAC) will be situated in the Carmel Youth Center, located next to the Police Department, and will be used to provide citizens with initial information and assistance following their evacuation from their neighborhood. The TAC will also serve as the primary “evacuation collection point” or “ECP” for evacuees. Other evacuation collection points may be designated as the situation dictates. (See Annex S-Regarding the Carmel Police Department Lobby as a potential TAC). Evacuees will remain at the TAC only until they can be assigned to and transported to a shelter, or allowed to return to their homes.

People with Access and Functional Needs (Previously Known as Vulnerable Populations/Populations at Risk/Special Needs Populations)

The requirement to accommodate, evacuate, and transport persons with access and functional needs is exacerbated during a major emergency or disaster situation. Evacuation operations need to consider and be prepared to handle a wide variety of special needs from all segments of the community. Caring for the elderly, people who are medicine dependent, or citizens with mobility challenges are generally accepted as commonplace. However, emergency responders and transportation providers should be prepared for other special needs as well. These could include, but are not limited to:

- People with illnesses that render them immobile or bedridden.

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- Those who are unable to adequately care for themselves.
- People dependent on special life support equipment, including oxygen.
- People with mental illnesses who may not be cooperative with responders.
- Dementia patients.
- People in or not in shock who cannot accept the change in their status quo, and who may become highly emotional of leaving their personal surroundings.

Consistent with legal rulings and protocols, the City will endeavor to maintain a registry of all persons (households) that meet the definition of a “people with access and functional needs”. This can be accomplished with the assistance of the ARC or other community based/service organizations, or by voluntary registration of residents themselves. All persons with access and functional needs are encouraged to participate in the registry. When evacuations are anticipated or being undertaken, registry information will be provided to first responders and transportation providers by the CEOP Staff.

First responders and transportation providers who are charged with evacuating and transporting a person or persons with access and functional needs are responsible for notifying the shelter management as soon as possible of the specifics applicable to the evacuee.

Handling of Transportation and Movement Operations during a Catastrophe

In the event of a catastrophic emergency, the City may elect to implement the following plans in coordination with the Monterey County Operational Area:

- **Monterey County Catastrophic Mass Transportation/Evacuation Plan.**

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Annex U – Emergency Public Information (EPI) and Population Warning (PW)

General

This annex provides the organizational and operational policies and procedures for Emergency Public Information (EPI) and Population Warning (PW) operations prior to, during, and following a major emergency or disaster. For the purposes of this plan, these two functions are interrelated, and are addressed in this annex as such. These policies and procedures are intended to meet the requirements for informing people during major natural disasters, technological incidents, and war-related emergencies. It also cites authorities and specifies the public and private organizations that could provide assistance for transportation and movement services.

The responsibility for first level emergency public information and population warning rests with the local level, supported by the operational area and federal agencies. Local governments/jurisdictions should be prepared to disseminate initial emergency public information and population warnings and to coordinate their efforts with those of the operational area and federal authorities.

The CEOC has a variety of outreach messages; listed below; however, its primary messaging system will be through the Everbridge System operated by the County Office of Emergency Services (COES). This system is primarily known as AlertMontereyCounty.org. Additionally, the City of Carmel still maintains the use of an Air raid siren on the roof of the Fire Station. If an emergency required the immediate alerting of as many residents as possible, the siren could be a considered method of notification by the EOC staff.

Emergency Public Information Policies and Mission

Keeping the public informed is critical to the success of emergency or disaster operations; this is the fundamental mission of the City's Emergency Public Information effort. The criticality of this function during a major emergency or disaster is vital to an effective emergency response, a sustainable recovery effort, and should not be underestimated. With this in mind, the overriding consideration of the City's Emergency Public Information effort will be to maintain a viable level of accurate and timely public information directed to the residents and guests of the City.

The resources available to a small city for this function are generally limited, however, effective use of the Monterey County Operational Area Emergency Operations Center Public Information Section Chief/Public Information Officer or a Joint Information Center established by the Operational Area or higher authority can enable local efforts and support the objectives established for dissemination of event critical information. The Operational Area has a range of options capable of reaching the public and the media, as well as trained public information officers. To this end, the CEOC Public Information Section Chief/Public Information Officer will maintain close liaison with Operational Area EOC and promulgate information through that agency when appropriate.

The Public Information Section/Public Information Officer will use standardized Carmel Emergency Bulletins (CEMERBULLS) or Carmel Warning Bulletins (CARWARNBULLS) for the

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promulgation of disaster or emergency related information to the media and public respectively, through all available means, including Alert Monterey and other systems and methods. (See examples at end of this annex.) The content of these emergency bulletins should be concise and simple. Duplicate bulletins containing the same information may be promulgated in English and Spanish if the situation warrants. It is imperative that the CEOC Public Information Section/Public Information Officer have Spanish language translation and origination capabilities whenever the CEOC is activated.

All CEMERBULLS will be provided to the media as appropriate and to all levels of the city's organization. As such, they will be used not only to inform the residents of Carmel, but also to keep all city employees informed on disaster-related matters.

See **Annexes A – CEOC Positions and Duties, Annex B – Position Operational Checklists, and Annex H – Pre-Scripted Declarations, Carmel Emergency Bulletins, and Media Releases** for further public information details.

Population Warning Policies and Mission

For the purposes of this plan, Population Warning (PW) will be considered a critical function of Emergency Public Information. While it can be anticipated that the majority of population warning operations will be conducted prior to or during a major emergency or disaster, these operations could apply to all phases of any emergency situation. The fundamental overriding policies applicable to population warning include:

- **Timeliness:** Emergency population warnings should be undertaken as early as possible in order to ensure complete dissemination to all element of the population, and to ensure to the extent possible that the population if forewarned.
- **Content:** Population warning generated by the City should be complete, factual, and detailed to the extent possible. Every effort should be made to inform citizens, but not unduly alarm them.
- **Accuracy:** Accuracy of the warnings is imperative. Information disseminated in the population warning process should not only be timely, cogent, and pertinent to the situation, but it must be fully accurate as to location, impending time of impact, potential impact and effects, and specific directions for self-protection.
- **Coverage:** Population warning efforts should be directed to all elements of the City's population. There should be no exclusions unless directed by the Emergency Director.
- **Means:** As a matter of policy, all available means of disseminating population warnings will be employed by the City.
- **Tailoring of Population Warnings:** The unique nature of specific emergencies may dictate that population warnings be tailored to meet the needs of the emergency extant. This annex does not attempt to differentiate between types of emergencies, and thus, specific protocols for specific emergencies are not included herein.

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Challenges unique to the population warning operations in Carmel-by-the-Sea include, but are not limited to the following:

- Ensuring full and adequate coverage of the City's population.
- Reaching persons with functional and access needs, and addressing their collective emergency warning needs.
- Large and varying guest/transient element of the City's population.
- A small number of non-English speaking residents or guests.
- Reaching residents during electrical power outages.

Emergency Public Information and Population Warning Contents

Emergency Public Information and Population Warning efforts will endeavor to provide all pertinent information that the public will need to know about a specific emergency and any associated hazards. The contents of any disseminated information will include, but will not be limited to:

- The type of emergency anticipated or existing.
- Any associated specific type of warning, watch, or advisory, and its source. (Example: High wind warning from the National Weather Service (NWS).)
- The danger or dangers involved. If danger is immediate or imminent, it should be so stated.
- The anticipated duration of the emergency.
- Actions being taken by the City to deal with the emergency. (Example: Activation of the CEOC and closure of all City offices.) County/Operational Area actions may also be included if germane to the overall situation.
- The area or areas to be closed or evacuated, if warranted.
- Type of evacuation, if warranted, evacuation routes, and instructions.
- Shelter locations, if warranted.
- The activation of the Temporary Assistance Center (TAC), if warranted.
- Shelter-in-place instructions, if appropriate.
- Means by which further information will be disseminated to the public.
- Lifesaving measures recommended to be taken by residents, if warranted.
- Recommended precautions. (Example: Avoid driving unless absolutely necessary.)
- Current threat or alert system notices.
- Specific or unique instructions or instructions regarding the emergency.

Overall Objectives and Responsibilities

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The Public Information Section of the Carmel Emergency Operations Center Staff is charged with coordinating the origin and dissemination of all public information and population warnings for the City. The overall objectives of Emergency Public Information and Population Warning operations and the specific responsibilities of the Public Information Section are to:

- Maintain an accurate and informative flow of emergency related information and/or warnings to the citizens of Carmel-by-the-Sea before, during, and after a major emergency or disaster.
- Ensure that the media and the public within the affected area receive complete, accurate, timely, and consistent information about life preservation procedures, public health advisories, relief and assistance programs, and other vital information.
- Coordinate media releases with the Monterey County Operational Area Public Information Officer and other Public Information Officers representing other affected nearby or local jurisdictions and/or agencies.
- Organize press conferences in conjunction with the Emergency Services Director.
- Produce and release all Carmel Emergency Bulletins/Press Releases.
- Produce and distribute all Carmel Warning Bulletins.
- Establish and maintain a pro-active emergency preparedness program designed to promote and sustain a high level of practical preparedness among residents, merchants, and visitors to the City.
- Provide an organizational infrastructure to allow the expeditious and accurate dissemination of emergency public information within the City.

Public Information Section Positions

The Public Information Section may include the following positions:

- Public Information Section Chief/Public Information Officer.
- Dissemination Unit Leader.
- Information Collection Unit Leader.
- Other positions as assigned or deemed necessary for the situation at hand.

See **Annex A – CEOC Positions and Duties and Annex B – Position Operational Checklists** for additional details and more definitive description of duties.

Emergency Public Information and Population Warning Systems

The following systems/dissemination means are available for use by the Public Information Section to conduct Emergency Public Information and Population Warning operations within the City:

- Use of AlertMontereyCounty.org for the entire City.

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- Use of the Siren located on the Fire Station roof. (Used for imminent emergency notifications; such as Fast moving fires)
- Dissemination using the City's website.
- Displays at appropriate City offices (Police Station, Fire Station, City Hall, etc.)
- Printed Carmel Warning Bulletins (CARWARNBULLS) for hand-to-hand, door-to-door distribution, or posting at designated locations.
- Carmel Emergency Bulletins (CEMERBULLS) or Press Releases to provide information to the local media.
- Direct contact via telephone or face-to-face/door-to-door.
- Monterey County Operational Area EOC means, including a Joint Information Center (JIC), if established.
- Use of the Emergency Alert System (EAS).
- Direct interface by City representatives at the Temporary Assistance Center (TAC).
- Direct interface by the Mayor and City Council members.
- Direct media contact including live interviews. (See Annex F – CEOC Key Points of Contact lists local media resources that could be employed.)
- Dissemination via police or fire service personnel.
- Dissemination via American Red Cross volunteers.
- Dissemination via the Carmel Innkeepers Association, the Carmel-by-the-Sea Chamber Commerce, and/or the Carmel Residents Association.
- Dissemination by volunteers or service organizations. (Service clubs, Boys Scouts, etc.)
- Dissemination through local schools.
- Dissemination through social media networks/systems. (Facebook, Twitter, etc.)
- Use of the Pebble Beach low power radio system. (Tentative: Arrangements pending.)
- Other means/systems deemed appropriate to the situation extant.

The use of public meetings for dissemination of information prior to or during an actual emergency is not recommended. (See Emergency Public Information Policies and Procedures Following a CEOC Deactivation or During Emergency Recovery Phase below for employment of this option.)

Emergency Public Information and Population Warning Systems Use

It will be the policy of Carmel-by-the-Sea to employ any or all of the systems listed above to ensure complete dissemination of emergency public information and/or population warnings prior to and during a major emergency or disaster. No particular priority is assigned to system employment. The Emergency Services Director has the authority to direct selective use of systems to ensure the

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most effective means are employed, consistent with the resources available to employ the systems. Caution should be exercised to guard against over-reliance on any particular system. The overriding goal of using any system or multiple systems is to ensure complete and accurate dissemination of all pertinent information related to the emergency situation extant.

Pre-Activation/Normal Emergency Public Information Operations and Procedures.

- **General.**

The fundamental objective of pre-activation/normal emergency public information operations is to maximize public emergency preparedness prior to an actual emergency. This effort comprises the following basic elements:

- Community Outreach: Direct and indirect outreach to residents and businesses within the City.
- Tourist/Transient Population Outreach: Direct and indirect outreach to tourists and temporary residents within the City.
- Outreach to Persons with Functional and Access Needs: Tailored outreach to residents with specific functional and access needs that impair their mobility or ability to respond or care for themselves during an actual emergency.
- Emergency Warnings Prior to the Actual Emergency: Those warnings that are intended to provide situational awareness and emergency preparedness instructions prior to the actual occurrence of the emergency.

- **General Emergency Preparedness.**

The purpose of emergency preparedness is to bring the general population, City employees, and tourist population to a state of readiness that will enable each to provide for their respective safety during a major emergency or disaster. Skills, capabilities, and/or equipment that should be stressed include, but are not limited to:

- Basic first aid.
- Evacuation procedures and equipment.
- Vehicular preparedness.
- Emergency supplies, including food, water, cash, etc.
- Personal emergency preparedness considerations, including eyeglasses, medicines, etc.
- Means of emergency communications, including battery powered radio, etc.
- Emergency lighting.
- Provision for pets.
- The parameters of evacuation and/or shelter-in-place as applicable to the impending or extant situation.

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- **Community Outreach.**

The City will maintain a pro-active and continuous community emergency preparedness outreach program. The following elements will be employed:

- Standard FEMA/American Red Cross and locally developed preparedness literature will be displayed and available for the public at the following locations within the City:
 - Vestibule of the Police Station.
 - The Fire Station.
 - Foyer of the City Hall.
 - The Post Office.
 - The Carmel Foundation.
 - Chamber of Commerce.
 - Sunset Center.
- Distribution of emergency preparedness information directly to City residences will be undertaken.
- Emergency preparedness information will be made available on the City's website. This may include links to other websites providing such information.
- Provide outreach in the form of fire/police personnel to provide preparedness talks to community groups.
- Collaborate with the Monterey Bay Chapter of the American Red Cross in the distribution of emergency preparedness information and/or training.
- Other means as appropriate.

- **Tourist/Transient Population Outreach.**

The City will establish and maintain a pro-active and continuous emergency preparedness program to reach tourists and visitors. Collaboration of this effort with appropriate hospitality industry associations will be undertaken. The following actions will be undertaken:

- The City will collaborate with the Carmel Innkeepers Association and the Carmel Chamber of Commerce to develop, distribute, and maintain tourist oriented emergency preparedness information at all hotels/motels within the City. This information should address those potential emergency situations that could be unique to the City and which may not be familiar to guests from outside the local region. (Examples: earthquake, tsunami, urban/wildland interface fire.)

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- The City will maintain a working relationship with the Carmel Innkeepers Association and the Carmel Chamber of Commerce to ensure that members of the hospitality industry have a reasonable understanding of local emergency preparedness measures, and are able to respond adequately to inquiries from tourists.
 - The City will ensure that hospitality associations receive all emergency warning information in order for that information to pass directly to all members of the association.
 - The Carmel Innkeepers Association and the Carmel Chamber of Commerce will be requested to develop means of rapidly disseminating information to their membership for eventual distribution of tourists.
- **Persons with Functional and Access Needs Outreach.**
 The City will maintain a pro-active and ongoing program to provide emergency preparedness outreach program to those members of the Carmel community who may have functional and access needs. Program elements will include, but will not be limited to:
 - Coordinating with the Carmel Foundation and other community service organizations, the City will endeavor to maintain a voluntary listing of members of the community with functional and access needs. Persons will not be included on this listing without their consent.
 - Every effort will be undertaken to determine if special outreach efforts or means will be needed to communicate with persons on the list. Critical to this factor will be whether it will be necessary to individually notify a specific person or residence, and/or provide direct assistance during an emergency.
 - During an actual major emergency or disaster, or as directed by the Emergency Services Director, regular contact or “welfare checks” will be maintained on those residents with functional and access needs. Using volunteer assets, these residents will be kept informed to the maximum extent possible of all pertinent emergency related information and warning.
 - **Emergency Warnings Prior to an Actual Emergency.** It is conceivable promulgation of emergency warnings may be necessary prior to the actual emergency or activation of the CEOC. This may occur prior to forecast weather events. To ensure consistency of emergency public information prior to an actual emergency and a coordinated transition into actual emergency operations, it is imperative the Public Information Section Chief/Public Information Officer be involved at the onset of any form of emergency public information operations, whether the actual emergency is extant or not.

Emergency Public Information/Emergency Warning Policies and Procedures during a CEOC Activation or During Emergency Response Phase.

- **General.**

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The following factors are germane to emergency public information and emergency warnings generated during an activation of the CEOC:

- Consistency of Information. Every effort should be undertaken to ensure the consistency of information provided to the public. Considering that multiple systems may be employed simultaneously, often by different members of the CEOC Staff, this factor may prove challenging. The use of scripted messages, including CEMERBULLs or CARWARNBULLs, is strongly encouraged.
- Timeliness of Information. Every effort should be extended to ensure that pertinent emergency public information is disseminated as far in advance of the actual emergency as possible. It may be necessary to promulgate partial information in order to ensure forewarning of the population. If this is undertaken, follow up promulgation of complete information should ensue as soon as practicable.
- Message Structure. All emergency public information communications and warnings should be constructed with care. Clear and concise construction should be the goal. Unfamiliar terminology, acronyms, and abbreviations should be avoided. The overriding objective should be a communication that can be understood quickly and completely by the average recipient.
- Means of Dissemination. As noted earlier, the means of dissemination should be selected based on effectiveness and the intended recipients of the emergency information. A specific means of dissemination may not be effective in reaching all elements of the population. Additionally, some means of dissemination may be rendered ineffective during certain types of emergencies. The Public Information Section Chief should be keenly aware of the effectiveness of each means available during an emergency, and not be reluctant to shift to other means if one means is found lacking.
- Notification of the Mayor, City Council Members, and City Employees. It is imperative that the Mayor, City Council Members, and city employees receive all emergency public information/emergency warnings in a timely and consistent manner. A possibility always exists that citizens will make inquiries of their elected representatives or city employees during the early or warning stages of an emergency; consequently, all concerned need to have sufficient information at hand in order to be able to respond in a knowledgeable manner.
- Coordination with Other Jurisdictions. In some instances, neighboring jurisdictions may have the need to disseminate similar information within a given timeframe. The Public Information Section Chief should be prepared to closely coordinate information promulgations with other jurisdictions, the Monterey County Operation Area EOC, and/or Joint Information Center (JIC), if established. Care should be taken to ensure that any effort to produce jointly coordinated dissemination of emergency information does not omit or sacrifice Carmel unique information in the interest of “jointness”.

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- **Carmel Emergency Bulletins (CEMERBULLs) and Carmel Warning Bulletins (CARWARNBULLs)**

These documents will be the primary printed means of disseminating emergency public information. The following policies and protocols apply:

- Each category will be numbered sequentially by year starting with 001-12 (for calendar year 2012).
- CEMERBULLs will be used primarily to disseminate information to the media, other agencies, and other jurisdictions.
- CARWARNBULLs will be used primarily to disseminate information directly to residents, tourists, and businesses within the City.
- These documents will be originated only by the Public Information Chief/Section.
- Either document can be used as a basis for verbal and other means of emergency public information communications delineated in this annex.

- **Policies and Procedures**

The following policies and procedures are applicable to emergency public information/population warnings developed during a CEOC activation or an emergency response:

- All public information releases/population warnings will be staffed through and approved by all applicable section chiefs.
- If controversial issues arise during the staffing process, the Emergency Services Director will approve the communication/release.
- The Public Information Section Chief will maintain a readily accessible file of all emergency public information/releases.

Emergency Public Information Policies and Procedures Following a CEOC Deactivation or During Emergency Recovery Phase.

- **General.**

The same factors listed in the preceding section remain germane during this phase. The following factors will likely be unique to this phase:

- Coordination with Other Involved External Agencies. Frequently, various state and federal agencies will play a prominent, if not leading role, during the recovery phase. These may include, but are not limited to, Small Business Administration (SBA), Federal Emergency Management Agency (FEMA), commercial insurance companies, and other organizations. These agencies may or may not request the City's assistance in promulgating recovery information, or reaching residents desirous of obtaining recovery assistance information. Additionally, these agencies may elect to disseminate their information through local media, directly bypassing

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the City. To this extent, the City will be pro-active and conduct an aggressive outreach to assist dissemination of information. Means that may be employed include, but are not limited to, the following:

- Including agency information in CARWARNBULLs.
- Hosting open meetings between agency representatives and residents.
- Distributing or making available agency literature available at key locations within the City.
- Centralized External Agency Operations. External agencies assisting in recovery operations may elect to elect to operate from one central location or establish assistance centers.
- **Means of Emergency Public Information Communications in Support of External Agencies.**

The systems/dissemination means listed in the **Emergency Public Information and Population Warning Systems** section above are germane to recovery operations and may be employed. Additionally, public meetings organized with involved external agencies can be a very effective means of disseminating recovery operations and answering valid questions at the same time.

Relationships with the Operational Area Public Information Section or the Joint Information Center (JIC).

It is imperative that close relationships be maintained with the Operational Area Public Information Section, or a Joint Information Center (JIC), if established. It should be expected that either entity will probably possess:

- Greater depth in trained personnel.
- Enhanced means of information dissemination.
- Close working relationships and enhanced means of interface with CALEMA, and other state and federal agencies involved in the emergency.
- Close working relationships with local media resources.
- The ability to include all affected jurisdictions into a single warning or information bulletin, thus eliminating the need for similar bulletins from each jurisdiction.

It will be the policy of the City to maintain close working relationships with the Op Area Public Information Section or JIC at all times, and to employ the option of placing City representation in either if the situation warrants.

When working in cooperation with the Op Area Public Information Section or JIC, there exists the possibility that limited detailed knowledge of the City and its needs may exist. Close coordination and/or subtle indoctrination usually will overcome this challenge.

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Relationships with Federal and State Organizations or Public Information Entities.

In certain types of emergency or disaster situations, it is conceivable that a federal or state agency (FBI, FEMA, CALEMA, NTSB, USCG, etc.) may elect to function as the lead public information agency. Should this occur, it will be the policy of the City to cooperate fully with the lead agency, and to the extent possible, coordinate all City public information operations with the lead agency. To this extent, the City may elect to have representation in the lead agency's emergency operations center, command post, or JIC, or conduct direct liaison in order to coordinate all City public information releases with the lead agency. The overall objectives of this effort will be to present a unified public information front and to avoid duplication of effort and/or dissemination of conflicting information and the confusion that can result. Mutual, supportive cooperation and coordination are paramount.

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Carmel Emergency Bulletin (CEMERBULL)

FORMAT/EXAMPLE



Carmel Emergency Bulletin (CEMERBULL) No. 001-12

June 1, 2011

FOR RELEASE TO:

**ALL LOCAL MEDIA
ALL CITIZENS AND GUESTS OF CARMEL-BY-THE-SEA
ALL CITY DEPARTMENTS/EMPLOYEES
CALIFORNIA HIGHWAY PATROL (CHP)
MONTEREY COUNTY OFFICE OF EMERGENCY SERVICES/EOC**

SUBJECT: The National Weather Service (NWS) has issued a severe weather warning for the Central Coast including the City of Carmel. Heavy rains and high winds are predicted for tonight and tomorrow morning. Localized flooding of underpasses, intersections and low lying areas is possible. These areas should be avoided.

Power outages frequently accompany these forecasted conditions. All citizens should have battery powered lights and extra batteries available. Avoid and report immediately any downed power lines. Use candles with caution. Have food available that does not require electrical power for cooking.

Driving during these conditions can be especially hazardous. If possible, avoid travel until the storm passes. If you must drive, drive defensively. Allow extra distances for stopping. Drive no faster than conditions permit.

The City of Carmel has suspended all non-essential municipal operations until the storm passes. Carmel Unified School District has suspended classes until further notification. The Carmel Emergency Operations Center (CEOC) has been activated and will remain open until the storm passes and the City can resume normal operations.

Additional CEMERBULLS will be issued as the situation warrants.

(Insert Name)
City Administrator/Emergency Services Director

U-13

ANNEX U

Effective Date: January 1, 2024

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Carmel Warning Bulletin (CARWARNBULL)

FORMAT/EXAMPLE



Carmel Warning Bulletin (CARWARNBULL) No. 001-12

June 1, 2011

FOR HAND DISTRIBUTION/RELEASE IN PRINT TO:

ALL CITIZENS AND GUESTS OF CARMEL-BY-THE-SEA
ALL CITY DEPARTMENTS/EMPLOYEES

FAX TO: MONTEREY COUNTY OFFICE OF EMERGENCY SERVICES/EOC
CALIFORNIA HIGHWAY PATROL (CHP)

SUBJECT: The National Weather Service (NWS) has issued a severe weather warning for the Central Coast including the City of Carmel. Heavy rains and high winds are predicted for tonight and tomorrow morning. Localized flooding of underpasses, intersections and low lying areas is possible. These areas should be avoided.

Power outages frequently accompany these forecasted conditions. All citizens should have battery powered lights and extra batteries available. Avoid and report immediately any downed power lines. Use candles with caution. Have food available that does not require electrical power for cooking.

Driving during these conditions can be especially hazardous. If possible, avoid travel until the storm passes. If you must drive, drive defensively. Allow extra distances for stopping. Drive no faster than conditions permit.

The City of Carmel has suspended all non-essential municipal operations until the storm passes. Carmel Unified School District has suspended classes until further notification. The Carmel Emergency Operations Center (CEOC) has been activated and will remain open until the storm passes and the City can resume normal operations.

Additional CARWARNBULLs will be issued as the situation warrants.

(Insert Name)
City Administrator/Emergency Services Director

U-14

ANNEX U

Effective Date: January 1, 2024

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

Pre-Scripted CEMERBULLs/CARWARNBULLs/Media Releases:

The following pre-scripted media releases are provided as examples; these releases were formally contained in **Annex H -- Pre-Scripted Declarations, Carmel Emergency Bulletins (CEMERBULLS) and Media Releases** of the original plan. They have been moved to this Annex in order to consolidate all Emergency Public Information (EPI) and Population Warning (PW) tools and forms in one location. The formats are designed to facilitate the development of CEMERBULLS, CARWARNBULLS, and verbal media releases, and are considered interchangeable.

- **Sample Media Release: Carmel Emergency Bulletin (CEMERBULL). Unidentified Spill/Release in Heavy Traffic Area Sample Media Release – Page U-14.**
- **Sample Media Release: Carmel Emergency Bulletin (CEMERBULL): Low Hazard/Confined Spill/Release (No General Evacuation – Page U-15.**
- **Sample Media Release: Carmel Emergency Bulletin (CEMERBULL): High Hazard/Confined Spill/Release -- General Evacuation (Advisory/Mandatory – Page U-16.**
- **Sample Media Release: Carmel Emergency Bulletin (CEMERBULL): Summary Statement for the Media – Page U-17.**
- **Sample Media Release: Carmel Emergency Bulletin (CEMERBULL): Road Closure – Page U-18.**
- **Sample Media Release: Carmel Emergency Bulletin (CEMERBULL): Approved Viewing Spots – Page U-19.**
- **Sample Media Release: Carmel Emergency Bulletin (CEMERBULL): Evacuation Ordered Due To Hazardous Conditions – Page U-20.**
- **Sample Media Release: Carmel Emergency Bulletin (CEMERBULL): Winter Storm/Severe Weather Warning – Page U-21.**

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

Pre-Scripted CEMERBULLs/CARWARNBULLs /Media Releases

- **Sample Media Release: Carmel Emergency Bulletin (CEMERBULL): Unidentified Spill/Release in Heavy Traffic Area**

This is _____ (Name) _____ at the **City of Carmel Emergency Operations Center**. (Optional) An unidentified substance that may be hazardous has been (spilled/released) at (specific location). Please avoid the area where crews are responding, if possible. The best alternate routes are _____. If you are already in the area, please be patient and follow directions of emergency response personnel. Specially trained personnel will evaluate the substance and further information will be released as soon as possible.

Thank you for your cooperation.

(Insert Name)
Carmel Public Information Officer

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

- **Sample Media Release: Carmel Emergency Bulletin (CEMERBULL): Low Hazard/Confined Spill/Release (No General Evacuation)**

This is _____ (Name) _____ at the **City of Carmel Emergency Operations Center**. (Optional) A small amount of _____, a hazardous substance has been spilled/released at _____. Streets are blocked, traffic is restricted and authorities have asked residents in the immediate block area to evacuate. Please avoid the area.

The material is slightly/highly toxic to humans and can cause the following symptoms:

If you think you may have come in contact with this material, you should (give health instructions and hot line number, if available). For your safety, please avoid the area if at all possible. Alternate routes are identified and traffic is being diverted. If you are now near the spill/release, please follow directions of emergency response personnel. Cleanup crews are on the scene.

Thank you for your cooperation.

(Insert Name)
 Carmel Public Information Officer

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

- **Sample Media Release: Carmel Emergency Bulletin (CEMERBULL): High Hazard/Confined Spill/Release -- General Evacuation (Advisory/Mandatory) or Shelter in Place**

This is (Name) at the **City of Carmel Emergency Operations Center**. (Optional) A large/small amount of _____, a highly hazardous substance has been spilled/released at _____. Because of the potential health hazard, authorities are (requesting/requiring) all residents within _____ (blocks/miles) of the area to evacuate (or shelter in place). If you are within (give evacuation zone boundaries), you and your family (should/must) leave (as soon as possible/now) (or shelter in place). Go immediately to the home of a friend or relative outside the evacuation area or to (indicate shelter) shelter (or go indoors, close all windows and doors, and remain indoors until instructed otherwise).. If you can drive a neighbor who has no transportation, please do so. If you need transportation, call _____. Children attending the following schools: _____ (List) _____ will be evacuated to _____. Do not drive to your child's school. Pick your child up from school authorities at the evacuation center.

Listen to this station for instructions.

The material is highly toxic to humans and can cause the following symptoms:

If you are experiencing any of these symptoms, seek help at a hospital outside the evacuation area or at the evacuation center at _____.

To repeat, if you are in the area of _____ you should/must leave, for your own safety. Do not use your telephone unless you need help.

Thank you for your cooperation.

(Insert Name)

Carmel Public Information Officer

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U-18

ANNEX U

Effective Date: January 1, 2024

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

- **Sample Media Release: Carmel Emergency Bulletin (CEMERBULL): Summary Statement for the Media**

This is ____ (Name) ____ at the **City of Carmel Emergency Operations Center**. (Optional) At approximately ____ (a.m./p.m.) today, a (spill/release) of a potentially hazardous substance was reported to this office by (a private citizen, city employee etc.). (Police/fire) were immediately dispatched to cordon off the area and direct traffic. The material was later determined to be ____ (describe), a (hazardous/harmless) (chemical/substance/material/gas) which, upon contact, may produce symptoms of _____. Precautionary evacuation of the (immediate/____ block) area surrounding the spill was (requested/required) by (agency). Approximately ____ persons were evacuated. (number) clean-up crews from ____ (agency/company) were dispatched to the scene and normal traffic had resumed by (time), at which time residents were allowed to return to their homes. There were no injuries reported -OR- ____ persons, including (fire, police) personnel, were treated at area hospitals for _____ and (all, number) were later released. Those remaining in the hospitals are in _____ condition. Response agencies involved were _____.

Thank you for your cooperation.

(Insert Name)
 Carmel Public Information Officer

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

- **Sample Media Release: Carmel Emergency Bulletin (CEMERBULL): Road Closure**

This is _____ (Name) _____ from the **City of Carmel Emergency Operations Center**. (Optional) The recent storm has caused [severe/moderate] flooding in [several/many] areas of the [city/adjacent areas]. As of _____ today, the following [roads/streets] have been closed by law enforcement officials: _____ (list) _____.

Please avoid these [roads/streets]. If you must travel, use alternate routes. Please stay tuned to station for more road closure information.

Thank you for your cooperation.

(Insert Name)
 Carmel Public Information Officer

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U-20

ANNEX U

Effective Date: January 1, 2024

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

- **Sample Media Release: Carmel Emergency Bulletin (CEMERBULL): Approved Viewing Spots**

This is _____ (Name) _____ from the **City of Carmel Emergency Operations Center**. (Optional) The following storm-damaged areas are still extremely hazardous and should be avoided: _____ (List) _____

Please do not try to sightsee in these areas. You could be hurt. If you feel you must observe the storm damage, the following are approved viewing spots: _____ (List) _____

Again, please avoid the storm-damaged areas. You may place your life and the lives of others in danger.

Thank you for your cooperation.

(Insert Name)
 Carmel Public Information Officer

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

- **Sample Media Release: Carmel Emergency Bulletin (CEMERBULL): Evacuation Ordered Due To Hazardous Conditions**

This is ____ (Name) ____ at the **Carmel Emergency Operations Center.** (Optional) Hazardous conditions exist within the City of Carmel. For your safety, I am asking that you leave the ____ area as soon as possible (give boundaries of area and evacuation routes). The Red Cross is setting up shelters at _____. If you cannot stay with relatives or friends outside the evacuation area, go to one of these shelters.

Take only essential items - medicine, special foods, personal items, baby supplies, clothing, money and valuable papers. Do not overload your car. Secure your home before you leave. Lock windows and doors, turn off water and gas and disconnect all electrical appliances except refrigerators and freezers. Be sure you have a full tank of gas.

Pets will not be allowed in Red Cross shelters. Arrange for someone outside the area to take care of your pets. Do not allow your pet to run loose.

If you have no means of transportation, ask help from a neighbor or friend, or walk to one of the following pickup points: _____ (List) _____.

Bring only what you can carry. A bus will take you to a Red Cross shelter. If you are physically unable to go to one of the pickup points, call _____. Otherwise, please do not use your telephone. Lines must be kept free.

These instructions will continue to be repeated, along with additional information about the emergency. Stay tuned to this station. Remain calm. Your cooperation will help in a safe and quick evacuation.

Thank you for your cooperation.

(Insert Name)
 Carmel Public Information Officer

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

- **Sample Media Release: Carmel Emergency Bulletin (CEMERBULL): Winter Storm/Severe Weather Warning**

This is (Name) at the **Carmel Emergency Operations Center.** (Optional) The National Weather Service has issued a (Type) Warning for the Monterey Peninsula and the City of Carmel. Heavy rain and high winds are expected to hit the area (Insert Time/Date). People living in the area should avoid driving and ensure the safety of their families. If driving is necessary, drive defensively and avoid high speeds.

Thank you for your cooperation.

(Insert Name)
Carmel Public Information Officer

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CITY OF CARMEL-BY-THE-SEA

CITY COUNCIL

Staff Report

January 8, 2024
ORDERS OF BUSINESS

TO:	Honorable Mayor and City Council Members
SUBMITTED BY:	Ashlee Wright, Director, Libraries & Community Activities
APPROVED BY:	Chip Rerig, City Administrator
SUBJECT:	Resolution 2024-002 reaffirming the City's public-private partnership with the Carmel Public Library Foundation

RECOMMENDATION:

Adopt Resolution 2024-002 reaffirming the City's public-private partnership with the Carmel Public Library Foundation.

BACKGROUND/SUMMARY:

The Carmel Public Library Foundation (CPLF) was established in 1989 with the mission to keep the library open, relevant and thriving and to ensure free library service in perpetuity by providing funding for 100% of the books, materials, programs, equipment and services.

In 1992 the City recognized the CPLF as an official City Support Group which are defined in Policy C89-47 as "associations of individuals who have voluntarily joined together in a unit whose sole or primary purpose is to provide assistance – monetary, social, cultural or otherwise – but not political – to the City or one of its departments."

Over time, the CPLF, in collaboration with the City and the Harrison Memorial Library Board of Trustees, has played a significant role in nurturing a thriving public library. This partnership has been crucial in meeting the diverse informational, educational, and cultural needs of Carmel's residents. In the 34 years since its founding, the CPLF (with some help from the Friends Of the Library) has provided 100% of funds for books, equipment, technology, and programming. Additionally, the CPLF has also funded special projects such as the Park Branch lobby renovation project and the Gathering Place project which provided a free meeting space for the community for the first time in many years.

The City prioritizes the preservation of its rich cultural and architectural heritage, with the Library standing as a vital symbol of Carmel's unique character, and as such during Fiscal Years 2022-2023 and 2023-2024 the

City allocated a total of \$150,000 for a Master Plan study of both the Harrison Memorial and Park Branch libraries. This plan seeks to determine areas for improvement and renovation, as well as identifying special opportunities for restoration at the historic Harrison Memorial Library.

While the Master Plan is still at its beginning phases, the CPLF is anticipating undertaking a significant fundraising campaign in the future to support capital projects for both library buildings. To that end it is an excellent time to reaffirm the City's partnership with the CPLF which has and will continue to provide the community with an exemplary public library.

FISCAL IMPACT:

The CPLF provides for the Library's annual operating budget.

PRIOR CITY COUNCIL ACTION:

The City Council recognized the CPLF as a City Support Group in 1992.

ATTACHMENTS:

Attachment 1) Resolution 2024-002

**CITY OF CARMEL-BY-THE-SEA
CITY COUNCIL**

RESOLUTION NO. 2024-002

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARMEL-BY-THE-SEA
REAFFIRMING THE CITY'S PUBLIC-PRIVATE PARTNERSHIP WITH THE CARMEL PUBLIC
LIBRARY FOUNDATION**

WHEREAS, preservation of the local and renowned architectural, literary and cultural heritage and environment is a City priority; and

WHEREAS, the Library is both a major contributor to and symbol of the special and highly distinctive quality of life and aesthetics found in Carmel; and

WHEREAS, the Carmel Public Library Foundation has historically joined with the City of Carmel-By-The-Sea, and the Harrison Memorial Library Board of Trustees to create a thriving public library to meet the research, information, education, cultural and literary needs of the residents of Carmel; and

WHEREAS, the residents of Carmel depend on the reliability and robustness of the City's investment in a first-class public library, with such public funding continuously augmented by support from individuals, foundations, and businesses; and

WHEREAS, the raison d'être of the Foundation's funding is to complement and augment public funding in a public-private partnership for the advancement of the Library and further enhancement and preservation of Carmel; and

WHEREAS, the Foundation has continuously worked to raise increased private sector funds on an annual basis to support ongoing core needs of the Library's book collections; created permanent endowments for books and programs; and funded capital projects as appropriate; and

WHEREAS, the Foundation is about to embark on the largest fund-raising project in its history to meet major needs of the Library; and

WHEREAS, funds raised for the Library will continue to be use-restricted and Foundation investments in Library facilities/equipment will not in any way diminish or alter the City's ongoing responsibility for proper Library maintenance and upkeep; and

WHEREAS, the City reaffirms its dedication to having an exemplary public library and acknowledges the Foundation and private donors for their philanthropic contributions for the betterment of library services and facilities.

NOW THEREFORE, BE IT RESOLVED THAT THE CITY COUNCIL OF THE CITY OF CARMEL-BY-THE-SEA DOES HEREBY:

1. Reaffirm the City's public-private partnership with the Carmel Public Library Foundation

2. Recognize the Carmel Public Library Foundation for its commitment to keeping the library open, relevant, and thriving in past, present, and into the future
3. Assure the Carmel Public Library Foundation and its generous donors of the City's dedication to having an exemplary public library
4. Ensure that funds raised for the Library will continue to be use-restricted and that Foundation investments in Library facilities/equipment will not in any way diminish or alter the City's ongoing responsibility for proper Library maintenance and upkeep

**PASSED AND ADOPTED BY THE CITY COUNCIL OF THE CITY OF CARMEL-BY-THE-SEA
this 8th day of January, 2024, by the following roll call vote:**

AYES:

NOES:

ABSENT:

ABSTAIN:

SIGNED:

ATTEST:

Dave Potter, Mayor

Nova Romero, MMC, City Clerk



CITY OF CARMEL-BY-THE-SEA

CITY COUNCIL

Staff Report

January 8, 2024
ORDERS OF BUSINESS

TO:	Honorable Mayor and City Council Members
SUBMITTED BY:	Ashlee Wright, Director, Libraries & Community Activities
APPROVED BY:	Chip Rerig, City Administrator
SUBJECT:	Receive an after action on Third Thursday and an update on the Farmers' Market and consideration of a Resolution 2024-003 authorizing the consumption of alcohol at the Farmers' Market Third Thursday events in 2024

RECOMMENDATION:

1. Receive an after action on Third Thursday and an update on the Farmers' Market.
2. Adopt Resolution 2024-003 authorizing the consumption of alcohol at the Farmers' Market Third Thursday events in 2024.

BACKGROUND/SUMMARY:

The Farmers' Market is held every Thursday (holidays and Car Week notwithstanding) from 10:00 a.m. to 2:00 p.m. on Mission Street between Ocean and Sixth Avenues, and Sixth Avenue between Mission and Junipero Streets. The Community Activities Commission (CAC) receives an update on the Farmers' Market at each regular meeting and provides staff with feedback.

Good Roots Events, Inc. has been managing the market since early 2020 and has done an admirable job making improvements to the Farmers' Market operation, ensuring that the Village now has a vibrant market at which the community can gather each week.

Good Roots, continues to make efforts to provide compostable bags to the vendors and improve sustainability practices at the market. They have also worked on increased and better signage and talking points regarding dogs at the Farmers' Market. This became a problem during some of the markets in the high season and can be particularly contentious with shoppers not wanting to remove their dogs from the market. Since the new signage has been in place issues with dogs and their owners have improved.

Third Thursdays

When the Farmers' Market was first implemented over 9 years ago, once monthly evening events were proposed that showcased Village chefs, local produce, arts and music. This idea was finally implemented in 2022 with events in September and October, with events again in 2023 April through October.

Third Thursdays features, Farmers' Market vendors, artist demonstrations, fun games and activities for children, and music sponsored by Sunset Center including Yvan Vucina, The Transducers, Reija, B-Keepers, Glenn Bell, TNT & the Explosions, The Sea Dogs, and many more. These events are attended by all-ages of locals and visitors and often have a theme reflecting the time of the year. In July the Library partnered with Third Thursday for the end of Summer Reading program where there were free ice cream sundaes and books for everyone.

In January 2023 the Council received the annual update on the Farmers' Market. This included a report out about the Third Thursdays held April through October (with the exception of August). The Council also adopted Resolution 2023-007 approving the serving of alcohol at Third Thursdays.

While the Council did approve the serving of alcohol at Third Thursdays, alcohol was only served at the April event by the Carmel Residents' Association. In 2022 the Carmel Youth Center served at the September and October events. Recognizing that some attendees might appreciate a glass of wine and that alcohol sales by nonprofit groups is a good way for them to raise funds and get exposure, staff is requesting that Council again approve the serving of alcohol at Third Thursday events for 2024.

In addition, staff is requesting to change the start date to March as staff is working with Sunset Center on a potential opportunity for a visiting performer that could participate in Third Thursday in March.

FISCAL IMPACT:

There is no fiscal impact to the City to adopt a resolution approving the serving of alcohol at Third Thursday events.

PRIOR CITY COUNCIL ACTION:

At the January 2023 regular meeting Council adopted Resolution 2023-007 authorizing the serving of alcohol at all Third Thursday events in 2023.

ATTACHMENTS:

Attachment 1) Resolution 2024-003

**CITY OF CARMEL-BY-THE-SEA
CITY COUNCIL**

RESOLUTION NO. 2024-003

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARMEL-BY-THE-SEA
AUTHORIZING THE CONSUMPTION OF ALCOHOL AT THE FARMERS' MARKET THIRD
THURSDAY EVENTS TO BE HELD MARCH THROUGH OCTOBER 2024**

WHEREAS, the City entered into a contract in 2020 with Good Roots Events, Inc. due to their understanding of the Carmel-by-the-Sea community, their vision for the Market, and their overall experience managing Farmers' Markets and special events; and

WHEREAS, when the Farmers' Market was created in Carmel-by-the-Sea in 2014 a monthly evening component of the Market was an important component; and

WHEREAS, the Third Thursday events extends the Farmers' Market once monthly through October and will feature, artists, musicians, food, and potentially alcoholic beverages; and

WHEREAS, Chapter 9.20 of the Carmel-by-the-Sea Municipal Code states that it is unlawful for any person to drink any alcoholic beverage in or upon any public place, but that the City Council has the right, through adoption of a resolution, to make exceptions to the regulation for specific events of limited duration.

**NOW THEREFORE, BE IT RESOLVED THAT THE CITY COUNCIL OF THE CITY OF
CARMEL- BY-THE-SEA DOES HEREBY:**

Authorize the consumption of alcohol at the Third Thursday events to be held March through October 2024.

**PASSED AND ADOPTED BY THE CITY COUNCIL OF THE CITY OF CARMEL-BY-THE-SEA this
8th day of January, 2024, by the following roll call vote:**

AYES:

NOES:

ABSENT:

ABSTAIN:

SIGNED:

ATTEST:

Dave Potter, Mayor

Nova Romero, MMC, City Clerk



CITY OF CARMEL-BY-THE-SEA

CITY COUNCIL

Staff Report

January 8, 2024
STUDY SESSION

TO: Honorable Mayor and City Council Members

SUBMITTED BY: Dave Potter, Mayor

APPROVED BY: Chip Rerig, City Administrator

SUBJECT: Discussion of the Ad Hoc Committee findings and recommendations on the way forward for development of the Police facility

RECOMMENDATION:

Summary Recommendations:

1. Receive a presentation from the Ad Hoc Committee regarding their research into the maintenance conditions and operational needs of the Police/Public Works building and their recommendations for moving forward.
2. After analysis of current police department facility requirements and standards, the Ad Hoc Committee recommends that the Police component of the project be scoped to meet today's standards as required by California Peace Officer Standards and Training (POST) and recommended by the International Police Chief's Association.
3. After reviewing potential siting options, the Ad Hoc Committee recommends that the initial siting of the new police department facility be designated as Vista Lobos Park for development of project schematic drawings, concept designs and environmental evaluation.
4. The Committee recommends that this concept design effort be immediately initiated, and staff directed to return with a description of the design effort process and the concept for public participation in the process.
5. The Ad Hoc Committee further recommends that the Staff be instructed to simultaneously initiate programming for PW and other City high priorities to determine the future use/function of the current location and its rehabilitation/concept design.
6. Additionally, the Committee recommends that Council direct staff to develop a financing strategy that could support construction of a Police Facility on a new City-owned site and the refurbishment and reprogramming of the existing PD/PW building complex to support the long-term needs of Public Works and potentially other City functions.

7. Provide any further policy guidance.

BACKGROUND/SUMMARY:

FINDINGS and RECOMMENDATIONS

After several months of investigation, consultant work, and Ad Hoc committee meetings, discussions and analysis, the Ad Hoc Committee of Mayor Potter and Councilmember Baron forward the following findings and recommendations for moving the very urgently needed Police Station project forward:

Summary Findings:

1. The current PD/PW facilities' conditions demand that the building be completely rehabilitated as soon as is possible.
2. The City should build a new Police facility that meets today's standards for programmatic functions and is designed for a 50-year life.
3. The current site is too small to simultaneously accommodate the Police Department programs required under today's standards and the Public Works Department.
4. City owned sites that are large enough to meet the PD facility space requirements are the current site, Sunset Center Parking lot and Vista Lobos Park.
5. An initial review of opportunities and constraints of these sites and the cost of constructing "swing space" for PD and PW if the current site were chosen, led to the committee selection of Vista Lobos Park for initial detailed evaluation.
6. The concept designs developed for the Vista Lobos site would include exploration of the mixed-use potential of the site.
7. The urgency of the rehabilitation of the existing PD/PW shared building suggests that a parallel effort of programming the existing site for long term occupancy by PW as well as developing a facility program for the City's highest priority new facilities. This program could potentially be workforce housing, co-location of Planning with PW to create a permit center or some other priority city facility needs. The existing facility cannot be left "as is" after vacation of the PD.
8. The total budget for the required projects (New police facility and rehabilitation and reuse of current site) would probably exceed \$30+ M.

Summary Recommendations:

1. Receive a presentation from the Ad Hoc Committee regarding their research into the maintenance conditions and operational needs of the Police/Public Works building and their recommendations for moving forward.
2. After analysis of current police department facility requirements and standards, the Ad Hoc Committee recommends that the Police component of the project be scoped to meet today's standards as required by California Peace Officer Standards and Training (POST) and recommended by the International Police Chief's Association.
3. After reviewing potential siting options, the Ad Hoc Committee recommends that the initial siting

of the new police department facility be designated as Vista Lobos Park for development of project schematic drawings, concept designs and environmental evaluation.

4. The Committee recommends that this concept design effort be immediately initiated, and staff directed to return with a description of the design effort process and the concept for public participation in the process.
5. The Ad Hoc Committee further recommends that the Staff be instructed to simultaneously initiate programming for PW and other City high priorities to determine the future use/function of the current location and its rehabilitation/concept design.
6. Additionally, the Committee recommends that Council direct staff to develop a financing strategy that could support construction of a Police Facility on a new City-owned site and the refurbishment and reprogramming of the existing PD/PW building complex to support the long-term needs of Public Works and potentially other City functions.
7. Provide any further policy guidance.

Bottom Lines Up Front:

1. Due to the building's age, heavy usage, and deferred maintenance, the building systems, such as the electrical, mechanical, HVAC, and plumbing systems, are worn out and need total replacement.
2. Due to the adoption of current building, fire, seismic codes, and police facility standards, the building and the site will require major improvements to meet current disabled access, fire, seismic, electrical, mechanical, and building codes compliance.
3. The cost of building a brand-new Police building with appropriate programmatic functionality on a City-owned site will be in the \$20+M range depending on the site difficulty and included police program.
4. The estimated cost to bring the existing building into acceptable functionality for a non-police occupancy is approximately \$10.9 M. This number does not include any building expansion to support other high priority City needs. A more precise budget number cannot be developed until there is a better understanding of the programs the City Council would like to see hosted on the site.
5. None of the above options include the cost of providing swing space for the PD and PW functions if the existing building must be vacated during the construction period.

Background

In June 2023, Council awarded a Professional Services Agreement with Indigo/ Hammond+Playle Architects (Indigo) for \$300,000 to provide the following services:

1. Condition assessment report
2. Space programming report
3. Two design schematics
4. Final Report with cost estimates and schedules

To date, Indigo has substantially completed the first two reports which have been checked by staff and discussed with the Ad Hoc Committee. Indigo will complete these two reports and initiate concept design

work based on the guidance received from Council. An execution schedule will also be developed after that guidance is received. This report summarizes these two reports and outlines decision points for Council that are necessary to move the project forward.

Condition Assessment

The Indigo Condition Assessment Report addressing the existing Police Building conditions was based on as-built plans provided by the City, on-site visual inspections by Indigo and each of their subconsultants in the key building disciplines, and interviews with City Staff familiar with the building and its problems. The portion of the building occupied by the Public Works Department and the adjoining Garage space had been previously assessed by the Bureau Veritas's Assessment Report, dated March 2023, under a separate Capital Improvement Project. The Condition Assessment Report for the Police Building is still in draft form pending guidance from the City Council.

The Indigo conditions assessment addressed the physical problems and code deficiencies of the existing Police Department building. The building and its major systems are far more deteriorated than was initially anticipated. The building is over 50 years old and is in such poor condition that it is no longer suitable for occupancy by any City department. It suffers from years of heavy use and deferred maintenance. It has never undergone a major remodel to bring it up to current codes or current Police operational requirements. The building requires major repairs, upgrades, and/or replacement of all building systems.

The assessment report findings point to the URGENT need for the City to either move towards a complete and thorough renovation of the existing Police facility at the existing site or the construction of a new facility at a different site. The continued "band aid" approach, or doing nothing, are not viable approaches from an officer safety or public safety perspective.

The existing PD building and the PW Garage have some good, salvageable "structural bones." However, to make the Police Building usable, the building will likely need to be gutted down to its structural frame and rebuilt. Whether it is wiser to rebuild on the existing bones or demolish the existing buildings and start over with a new building on the existing site, will not be quantifiable until all phases of this study are completed.

Based on Indigo's current findings, the high-level, estimated budget-level cost of renovating the existing Police Building for generic City office use would be \$1,175 per sq. ft. or \$10.9 million total cost, assuming no expansion. The estimated budget level cost for renovating the Public Works Garage roof will be \$73 per sq. ft. or \$0.9 million total cost. Currently, the average construction cost for building a new Police Station is on the order of \$1,200 per sq. ft.

Carmel-by-the-Sea requires a new or totally renovated and expanded Police Station as soon as possible due to multiple functional, safety and code deficiencies, as summarized above but will be enumerated in detail in the final Indigo Condition Assessment Report. Additionally, the existing PD/PW building cannot be left in the existing condition after the PD is moved to a new facility. In parallel with the design effort for the new PD facility in a new location, the City must move forward with the design of the rehabilitation of the existing PD/PW building. This design effort should be preceded by a programming effort to determine the most appropriate reuse of the existing PD portion of the building, potential expansion of the existing facility for high priority City uses and updated programming for the current Public Works spaces. There is a wide array of potential City programs that could be accommodated by an upgraded building. Addition of workforce housing and/or co-location of PW and Planning to create a one stop permitting center are but just a few examples of current City needs that could be considered in the programming effort.

A summary of the Condition Assessment is included as **Attachment #1**

Space Programming

The Police Department also needs substantial additional space to meet the programmatic needs of a modern, small community police force that were identified in Indigo's Programmatic analysis. The Police programmatic analysis is also in final draft form, pending guidance from the City Council. The report includes limited programmatic review of the Public Works programs. However, a summary of Police programmatic needs is included as **Attachment #2**.

Indigo's Police Department Draft Program Narrative indicates the need for a significantly larger Police Station with increased parking, citing a minimum need for a 15,900 square foot facility on 2/3 of an acre, with a beneficial need (or "want") for an 18,500 square foot facility on 1-acre site. The construction cost for either a new or remodeled and expanded facility is likely to cost in the range of \$19.0 to \$22.2 million.

The Program is based on Indigo's experience and familiarity with best practices in Police Department functional requirements and design standards. Indigo also interviewed individuals that currently work in the Department or support the functions of the Department.

New Police Facility Options

There are four potential options for moving forward with development of a new Police Facility but only 3 would yield an adequate facility.

1. **New facility on new site-** Build an entirely new Police Station on a new site. Police and Public Works remain in existing quarters until completion of the new Station. After the Police move, existing buildings are remodeled for use by Public Works and/or other City departments or for mixed use to maintain housing unit goals. This option provides the most expeditious route to a new police facility.

2. **Rehabilitated and expanded building on current site and move PW to a new site** - The existing PD portion of the site is too small to support the required Police program in a new police station that will serve the community for the next 50 years and Public Works. In this option, the existing Police Building would be renovated and expanded with an addition over the Garage. PD and PW would move to temporary housing until construction is complete.

- a. Programmatic, the Police would ultimately take possession of the existing Public Works spaces, including the basement level of the Police Building, the parking level of the Garage, and the Corporation Yard.

- b. This option would require an addition over the Garage to provide sufficient space for the PD. The detailed programming and design of this space will be explored in Task 3 of this study if this option were to be selected. Indigo assumes a 9,000 square foot, 1-story frame structure with a simple mansard frame roof as the basis for preliminary analysis of this addition. The Structural Condition Assessment has determined that with some modifications, the existing PW Garage can successfully support it. This space would be vital to the success of this option to allow for a design that meets the minimum programmatic needs for a modern Police facility serving Carmel-by-the-Sea's residents, its daytime workforce, and its tourists.

- c. Public Works would move their operations to a new site yet to be determined and at a cost to be determined. This option would require swing space for the PD during construction. The delivery of the new PD facility would be delayed until the construction and occupancy of the new PW facility. These delays in providing an adequate PD facility and swing space costs led the committee to dismiss this option.

3. Rehabilitated and expanded building on site without PW displacement -Indigo and the Police Chief have evaluated the scope of the required Police functions and programs that would fit on the existing site without displacing Public Works. Critical space short falls would include the size of internal spaces for various functions, requirement to dual-purpose spaces, the lack of onsite secure Police vehicle storage and parking, secure prisoner transfer implications, EV charging, and resilience improvements. This option would envision refurbishing the existing Police Building and building an expansion with the addition located over the Garage. Police and Public Works would move to temporary housing during construction. The cost and exact location of this swing space is yet to be determined.

Programmatically, Police would continue to share the existing Public Works spaces, including the basement level of the Police Building, the parking level of the Garage, and the Corporation Yard.

The construction of an addition over the Garage is feasible but would still provide insufficient space for a modern PD facility for a community the size of Carmel.

THE AD HOC COMMITTEE DISMISSED THIS OPTION AS IT WOULD STILL LEAVE THE POLICE IN AN INADEQUATE FACILITY THE DAY IT OPENED.

4. Demolish the existing Police Station and Public Works Garage and build new facilities on the existing site - PD and PW would move to temporary housing until construction is complete.

This option would be developed so that Police take sole possession of the property. This option would have substantial difficulties in siting and substantial costs associated with creating temporary facilities for the 2 departments.

The location and construction costs of the Public Works facility will have to be developed based on site acquisition costs and the required PW program.

The costs of demolishing the existing buildings have not been determined.

THE AD HOC COMMITTEE DISMISSED THIS OPTION DUE TO RESULTING DELAY IN PROVIDING ADEQUATE SPACE FOR THE PD, THE SITE ACQUISITION COSTS, COST OF SWING SPACE FOR PD AND PW, AND DEMOLITION COST UNKNOWN

Potential Sites

Within the City limits, there are only three (3) sites that are currently owned by the City and large enough to be considered as potential sites for the Police project. Each of the sites have strengths and weaknesses that should be considered as part of the Council decision making. The sites are the current shared site of the PD/PW complex, the Sunset Center north parking lot, and the Vista Lobos parking lot/park site.

The Sunset Center and Vista Lobos site are currently identified as potential opportunity housing development sites in the draft Housing Element. The concept designs that will be developed during the next phase of the PD building project should consider the potential for mixed use at the two sites selected for development consideration by the Council. The design requirement will be to not negatively impact the overall dwelling unit count addressed in the Housing Element.

A chart highlighting the pros and cons of each of these sites is included in **Attachment #3**.

Existing Facility Requirements and Options

While the primary focus and recommendations from the Committee deal with the creation of an adequate long-term home for the Police Department, we must also make some critical investments in the existing structure now, to rectify critical issues identified during the building assessment process. An example of a project recently completed was the installation of new electrical panels in the PW garage because of the ongoing moisture problem when it rains. The widespread roof leaks over the PW garage are another example of a deficiency that needs to be addressed very soon.

Because of the current building conditions and building, fire, and other safety code requirements, it follows that once Police have vacated the property, the existing Building and Garage must undergo a major renovation for Public Works and other potential occupants. Portions of Public Works may need to move to temporary housing until construction is complete. The cost of this swing space has not been calculated.

There are substantial renovations that will be required in the building to make it acceptable for long term Public Works and/or any other civic use. The cost estimates above do not include any unique programmatic cost that might be required to support a new occupancy. Leaving the building in a vacant as-is condition after the Police move into a new facility is not a viable option.

How these longer-term renovations are defined and scheduled will be impacted by the future city functions that are ultimately planned for the building. A programming effort to define the future functional needs of Public Works must be undertaken very soon to determine the total project costs for the building systems renovation and any new or updated program spaces.

In addition to the PW programming and planning effort described above, the City must undertake a planning process to determine the highest and best use for the renovated and potentially expanded portion of the building that was previously occupied by the Police Department.

Potential uses that might be considered as examples could be workforce housing, colocation of Planning and Public Works, a permit center, etc. The uses selected by the City will drive the ultimate building program which will impact how the current facility is renovated, repaired and potentially expanded. All the above will drive the ultimate costs.

The cost and schedule for this programming effort will be better defined and returned to the City Council soon.

RECOMMENDATIONS/REQUESTED GUIDANCE

1. Receive the project update from the Ad Hoc Committee and staff, and receive public comments.
2. Adopt a policy decision that the priority is to maximize the programmatic capability of the Police Department to meet current and future community needs.
3. Direct staff to initiate the design process for constructing a new Police Station at Vista Lobos as the best-located, City-owned parcel that has sufficient size to accommodate the Police functional program to take the City through the next 50 years.
4. Direct staff to initiate the programming and design process for the total rehabilitation and potential expansion of the current PD/PW building. Develop the planning process that would assist in determining best City uses, programming needs of those uses, design parameters and rehabilitation strategy for the building.

5. Direct staff to initiate development of a financing strategy to fund a potential total project of \$30+ million.

FISCAL IMPACT:

The City Council appropriated \$3,239,000 in Fiscal Year 2023/24 for this Capital Improvement Project. The current unencumbered balance is approximately \$2,600,000.

The current professional services agreements for project management (4Leaf) and condition assessment/space programming (Indigo) will need to be amended based on the increase of the required project scope to meet operational requirements, address deferred maintenance, and code upgrades required for continued occupancy of the building complex and potential mixed-use occupancy of the selected sites. Other expenses to date included renovation of the Dispatch room, electrical repairs, and interim security upgrades.

The next phase of the project that follows will be based on City Council guidance and will provide a more precise cost for the design effort, environmental review and attendant cost estimating for the construction phases of the project.

PRIOR CITY COUNCIL ACTION:

The Council has been dealing with this project since 2017. At the December 2022 meeting, the City Council appointed the Ad Hoc Committee of Mayor Potter and Councilmember Baron to develop a set of recommendations on the way forward.

In June 2023, Council approved a Professional Services Agreement with Indigo Architects to assess the current building condition, develop the recommended program for a new Police facility, and develop concept designs for 2 options.

ATTACHMENTS:

Attachment #1 - PD Condition Assessment Summary

Attachment #2 - Police Program Needs

Attachment #3 - Land Use Considerations

CARMEL-BY-THE-SEA POLICE DEPARTMENT ASSESSMENT REPORT



Prepared by: Indigo | Hammond + Playle Architects, LLP.

Date: 10/26/2023



SCOPE OF STUDY

Obtain background and historical information about the facility from City staff prior to the walk-through portion of the assessment. Review available construction documents to familiarize ourselves with, and be able to comment on, the in-place construction systems, life safety, mechanical, electrical, and plumbing systems, and the general built environment.

Visit the Police Building property to evaluate the general condition of the buildings and site. Observe a representative sample of the interior spaces, including some Public Works spaces, to gain a clear understanding of the property's overall condition. Other areas to be observed include the exterior of the property, the roofs, interior common areas, and the significant mechanical, electrical and elevator equipment rooms. Review maintenance records and procedures with the in-place maintenance personnel.

Provide a full description of the property with descriptions of in-place systems and commentary on observed conditions. Identify those components and conditions that are exhibiting deferred maintenance issues and provide estimates for immediate repair and replacement costs. And provide needed renovation cost estimates based on observed conditions, maintenance history and industry standard useful life estimates.

Provide recommendations for additional studies, if required, with related budgetary information. Provide an Executive Summary at the beginning of this report, which highlights key information for the City's consideration.

GOALS OF THE CITY

Carmel-by-the-Sea's goals in commissioning this assessment are as follows:

- ◆ *Improving the safety and security of the Police Station. This may involve making changes to the building and site layouts and security features, as well as addressing any shared spaces or security concerns with Public Works.*
- ◆ *Creating a more functional and efficient work environment for Police staff and officers. This may involve providing more space for offices, equipment, and storage, as well as improving the flow of traffic through the building.*
- ◆ *Making the Police Station more accessible to members of the public with disabilities. This may involve adding ramps, elevators, and other accessibility features.*
- ◆ *To ensure that the Police Station meets the needs of the community in*

a way that is cost- effective and sustainable. This includes considering the impact of tourism on the department's workload and the need to provide a safe and welcoming environment for visitors.

- ◆ *Improving the overall appearance and image of the Police Station. This may involve making cosmetic improvements to the building and grounds, as well as making the station more visible and welcoming to visitors.*
- ◆ *By commissioning an assessment of the condition of its existing Police Station, Carmel is taking a positive step towards ensuring that its Police Department has the facilities and resources it needs to continue to protect and serve its community.*

EXECUTIVE SUMMARY

The Carmel-by-the-Sea Police Department (CPD) Building is located in the heart of this charming and tiny community that regularly swells with tourists. This visiting population drives the functional requirements and responsibilities for the CPD beyond the requirements of its small residential population.

This Draft Assessment Report on the existing Carmel Police Building is based on as-built plans provided by the City, on site visual inspections and interviews with City Staff familiar with the building and it's problems, conducted by Indigo and our team of engineers. The portion of the building occupied by the Public Works Department and the adjoining Garage space has been previously assessed by the attached Bureau Veritas's Assessment Report, dated March 2023.

This report addresses the physical problems and code deficiencies of the existing Carmel Police Department building which is over **50 years old and is in such poor condition that it is no longer suitable for occupancy by any City department**. It obviously suffers from years of deferred maintenance. In addition, it has never undergone a major remodel to bring it up to current code standards and current Police operational requirements. It needs major repairs, upgrades and or replacement of all building systems. The most serious code deficiencies involve life safety issues and lack of required accessibility. **The findings contained herein point to the urgent need for the City of Carmel-by-the-Sea to either move towards a complete and thorough renovation of the existing Police facility or the construction of a new facility.**

This report assumes that the existing PD building, and the Public Works Garage will be the subject of a major remodel and likely expansion within the next 2-5 years for the Police department or some other City department. There are some good salvageable "structural bones" here;

however, to make the Police Building usable, the building will likely need to be gutted down to its structure and rebuilt. Whether it is wise to rebuild on the existing bones, demolish the existing buildings and start over with a new building, or simply sell the property, will not be quantifiable until all three phases of this study are completed. The final decision will ultimately also involve historical, political and other considerations that are beyond the scope of this study. At this assessment phase of the study, based on our current findings the estimated budget level cost (rounded) of renovating the existing Police Building for generic Police or City office use would be \$1,175 per sq. ft. or \$10.9 million total cost, assuming no expansion. The estimated budget level cost (rounded) for renovating the Public Works Garage roof will be \$73 per sq. ft. or \$0.9 million total cost.

Currently the typical construction cost for building a new Police Station will be on the order of \$1,200 per sq.ft..

CONCLUSION

Carmel-by-the-Sea needs a new Police Station as soon as possible due to multiple life safety and code deficiencies, as enumerated in the body of this report. The band aid approach, or continuing to do nothing, is not a viable approach from an officer safety or public safety perspective. In addition, Indigo's Carmel Police Department Draft Program Narrative (10-11- 2023) indicates the need for a significantly larger Police Station with increased parking, citing a minimum need for a 15,900 sq ft facility on 2/3 of an acre, with a beneficial need (or "want") for an 18,500 sq ft facility on 1 acre. The likely construction cost for either the new or remodeled and expanded facility is likely to cost in the range of \$19.1 million to \$22.2 million. Not including the costs related to Public Works.

Below are three options for moving forward, two of which will be confirmed and quantified by the conceptual design studies that will be carried out next in Task 3 of this study:

1. *Build an entirely new Police Station on a new site to be determined. Police and Public Works remain in existing quarters until completion of the new Station. After Police move, existing buildings are remodeled for use by Public Works and or another agency.*
 - a. *It follows that once Police have vacated the property, the existing Building and Garage shall be renovated for Public Works. Public Works shall move to temporary housing until construction is complete.*
 - b. *There are substantial renovations that will be required in the building to make it acceptable for this or any other civic*

use.

2. *Refurbish the existing Police Building and expand with addition over the Garage. Police move to temporary housing until construction is complete.*
 - a. *Programmatically, the Police shall take possession of the existing Public Works spaces, including the basement level of the Police Building, the parking level of the Garage, and the Corporation Yard.*
 - b. *Public Works shall move their operations to a new site to be determined.*
 - c. *Regarding the required addition over the Garage, its programming and design shall be explored in Task 3 of this study. However, using a 9,000 square foot, 1-story frame structure with a simple mansard frame roof as the basis for preliminary analysis of this addition, the Structural Assessment herein has determined that with some modifications the existing Garage can successfully support it. This is vital to the success of this option, because an addition of this size would likely allow for a design that meets the minimum programmatic needs for a modern Police facility serving Carmel-by-the-Sea's residents, its daytime workforce, and its tourists.*
3. *Demolish the existing Police Station and Public Works Garage, build new facilities on the existing site. Police move to temporary housing until construction is complete.*
 - a. *This option presupposes that Police take sole possession of the property.*
 - b. *Public Works shall move their operations to a new site to be determined.*
 - c. *The cost of removing the existing buildings completely will have to be investigated.*

If the chosen path is simply to abandon the property, this will come with costs that will then have to be investigated.

Needs	Exists in Current Building	Comments
Police Entrance w/Lobby	x	Space needed for people to wait for help, be fingerprinted, and interviewed. Need to add: Bulletproof counter/window, Secure Entry door into PD area
Public Restroom		A public restroom needs to be included and off of the lobby so citizens don't have to go into the police station to use the restroom. Currently there is No Public Restroom in Building
Interview Area in Lobby		The interview room provides some privacy for non-emergency reports by the public. Currently reports are provided in earshot of other members of the public at the PD for other business. The lobby interview area also provides a legal holding area for non-custody juveniles. Holding non-custody juveniles in a non-secure area is required by law.
Front Counter-Reception	x	Part of the lobby for the police department. This is a window combined into Dispatch area
Dispatch Room	x	This room needs to be big enough to hold two dispatch desks with monitors and wall space for existing and future city-wide camera systems. The current Dispatch Center is appropriately sized Existing but lacking essential equipment to be adequate Dispatch; CAD, Console, View of City Cameras
Property & Evidence Storage		Non-Existant- PD has been using poorly secured office space with none compliant ventilation, storage & security measures.
Property & Evidence Processing		Non-Existant- Workstations used for both office work and evidence processing- Non-compliant. With the existence of drugs like fentanyl there needs to be ventilated space for processing drugs and evidence.
Soft interview Room		Needed for victims of crimes. Soft rooms are standard in all police departments. Currently the Police Department has zero interview rooms. non-existent- interviews held in office space or in lobby -no privacy
Interview Room		Suspect interview/holding area. Needs to include recording and ability to restrain suspects. (Office space not adequate)
Holding Cell		Non-Existant- Need a space to hold a subject temporarily. There are a number of legal requirements with having a holding cell. This could be combined with suspect interview room.
Booking Room	x	Current set up should include a caged area for suspect while being booked- Currently unsafe as suspect is unrestrained and
Detective Office	x	Detectives work on crimes that require privacy. They often have photos, files, and information that needs to remain confidential. A detectives office needs to be secure from the rest of the police officers and staff.
Breakroom		Microwave, Stove, Fridge, Dishwasher, Sink, table for 4
Lockerrooms		Lockers, Restroom, Shower, Sink. Many newer lockerrooms are unisex reducign the number of lockerrooms from two to one.
Briefing Room		Non-existent- Briefing room converted to Evidence storage in 2019. The patrol room could double as a briefing room but ideally you have a briefing room and patrol room where officers can write their reports.
Patrol Supervisor Office	x	Currently one office for Patrol Supervisor- Needed for private conversations
Commander Office	x	Currently one office for Commander - Needed for private conversations
Chief's Office	x	Currently one office for Chief - Needed for private conversations
Admin Asst. Office		Non-existent
Parking Control Office Space	x	Two work stations Combined w/ Dispatch, Parking, Animal Control, Volunteers at back entry of PD. No Privacy and inadequate space
Animal Control Office Space	x	Two work stations Combined w/ Dispatch, Parking, Animal Control, Volunteers at back entry of PD. No Privacy and inadequate space
Records Room Storage	x	Currently in basement- difficult to access and requires from counter of Dispatch personnel to leave work area for extended period of time to access.
Volunteer Room, w/Storage		Non-Existant -20-30 volunteers with VIPS' & CERT working for PD. VIP and CERT Members need space for their equipment Having a room with small lockers and shelving for equipment is needed.
Community/EOC/Training Room		This is a multi-use room that would be converted depending on circumstances. Emergency Operations Centers (EOC) are only utilized in emergencies. Sharing space by combining rooms that can be converted saves overall space.
Animal Storage- Live and Dead	x	Currently a caged area in front of PD for temporary storage of live animals. Freezer in back lot for dead animals. Neither are modern or ideal ways to store animals.
Parking/Animal Control Equipment Storage Room		Vista Lobos Garage space used for storage of equipment
Police Office Equipment Storage Room	x	Interior Restroom converted to patrol storage space- Need adequate space for equipment including firearms. Ideally, this space is where we house, radios, flashlights, patrol bags, and additional police equipment when not in use. This space should be located off of the Lockerroom so officers can gather gear on way to patrol vehicle.
Secure Parking for Patrol Vehicles		Non-Existant- No safe place to park, numerous encounters with people in back lot of police department. Unsafe for removing of suspects and vehicles with weapons stored inside.
Secure Covered parking/garage for Police Bikes, Motorcycles, Barricades, Cones	x	Small garage in back lot converted to motor bay. Too small for two motorcycles, three bikes, and barricades- Vista Lobos Garage used for bikes and barricades. If space is large enough you could use it to store the classic 1951 Police Vehicle.
Parking for Classic Vehicle 51 Chevy		Vista Lobos Garage used for 51 Chevy
Firing Range	x	Currently a four lane range in PD- Ideal for quarterly required shooting. Police Range unrealistic for booking dates, times, and weather. No guarantee as an option in future.

Wants	Exists in Current Building	Comments
Quiet Rooms		Idea for de-stressing a critical incident, call. Mental Health recovery and lactation room
Sally Port		Would reduce risk of prisoner escape, lynching and injury to suspect & officer
Secure Parking for Employees		Would provide safety and security for officers vehicles.
Gym		Provides exercise space for officers, reduces stress and improves mental health.

Potential New PD Building Sites
Land Use Considerations

	<u>Parking</u>	<u>Traffic</u>	<u>Enviro/CEQA</u>	<u>Site Considerations</u>	<u>Site Security</u>	<u>Noise</u>	<u>Communication Equipment</u>	<u>Operational Impacts During Construction</u>	<u>Housing Element</u>	<u>Misc.</u>
Existing Bldg.	Lack of parking, limited space (con) Does not change # of available public parking spaces (pro)	Exists on truck route (high capacity route) (pro)	Existing use means likely less environmental impacts since it would not be an intensification. Level of CEQA documents likely lower threshold, EIR not as likely. (pro)	Not much area to expand/difficult to expand footprint. Attached (con) ADA access is very difficult to achieve (con) Close to existing City Functions like PW (pro)	Very difficult to Secure, including connection to PW and proximity to Youth Center (con) Limited access points to separate public and officers (con)	Does not face or abut very much residential. Limited impacts. (pro)	High Elevation w/ line of sight - good for radio/coms. (pro)	High Impact - Will need to move to trailers. (con)	Would not impact opportunity sites for General Plan Housing Element (pro)	Existing firing range (pro)
Vista Lobos	Plenty of room for parking including underground (pro) Loss of PERIPHERAL public parking lot (con)	Exists on truck route (high capacity route) (pro)	Intensification of existing use. Higher threshold of CEQA documentation required, including possibly up to an EIR. (con)	Lots of space to develop footprint, including subterranean (pro) 18-foot height limit on portions of property ("scenic viewshed") (con) Remains close to existing City functions like PW (pro)	Easy to secure because of stand alone building, and separation from other uses. (pro) Multiple access points to separate public and officers (pro)	Closer to a few more residential uses than existing PD, may generate slightly more nuisance than existing (con)	High Elevation w/ line of sight - good for radio/coms (pro)	Minimal (pro)	Impacts the potential 42 housing units in the Housing Element Plan (con)	N/A
Sunset Center North Lot	Plenty of room for parking including underground (pro) Loss of PRIME public parking lot (con)	Exists on truck route, but much more narrow and residential than other two sites (con)	Intensification of existing use. Higher threshold of CEQA documentation required, including possibly up to an EIR. (con)	Lots of space to develop footprint, multi-story. (pro) Secluded from other City functions like PW. (con) More centrally located in the City (pro)	Moderately easy to secure, but still has shared site with Sunset Center. (con) Multiple access points to separate public and officers (pro)	Closer to a several more residential uses than existing PD, could generate more nuisance than existing. (con) Proximity to Sunset Center could cause disruption to performances (con)	Down in trees - bad for radio/coms (con)	Minimal (pro)	Impacts the potential 33 housing units in the Housing Element Plan (con)	N/A