

RESOLUTION NO. 2018-107

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF MARINA ADOPTING THE
REVISED MARINA EMERGENCY OPERATIONS PLAN AND ADOPTING THE
NATIONAL INCIDENT MANAGEMENT SYSTEM

WHEREAS, the preservation of life, property, and the environment is an inherent responsibility of local government; and,

WHEREAS, on 3 August 1997, the City of Marina Council adopted Resolution No.97-99 which adopted an amended Chapter 2.20 of the Municipal Code and an emergency preparedness plan based on California's Standardized Emergency Management System (SEMS); and,

WHEREAS, Mitigation and preparedness are peacetime phases of emergency services; and,

WHEREAS, The response and recovery phase of the Emergency Operations plan has an emphasis on saving lives, controlling the situation, and minimizing the effects of the disaster; and,

WHEREAS, The Emergency Operations Plan address the recovery phase so that all actions necessary to restore the area to pre-event conditions or better are taken; and,

WHEREAS, the Department of Homeland Security has issued a mandate that all states must adopt the National Incident Management System (NIMS) by September 2007 in order to standardize emergency management in all states. NIMS will take the place of the California SEMS regulations; and,

WHEREAS, a Marina Emergency Operations Plan has been written and is in conformity with the National Incident Management System; and,

WHEREAS, Chapter 2.20.080 states "The Marina disaster council shall be responsible for the development of the city emergency plan" and goes on to state, "Such plan shall take effect upon adoption by resolution of the city council; and,

NOW, THEREFORE BE IT RESOLVED that Marina Council hereby adopts this Marina Emergency Operations Plan and adopt the National Emergency Management System.

PASSED AND ADOPTED by the City Council of the City of Marina at a regular meeting duly held on the 5th day of September 2018 by the following vote:

AYES, COUNCIL MEMBERS: Amadeo, Morton, Delgado

NOES, COUNCIL MEMBERS: None

ABSENT, COUNCIL MEMBERS: O'Connell, Brown

ABSTAIN, COUNCIL MEMBERS: None

Bruce C. Delgado, Mayor

ATTEST:

Anita Sharp, Deputy City Clerk



EMERGENCY OPERATIONS PLAN

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Resolution of the City Council of the City of Marina

CITY OF Marina

RESOLUTION _____, 2018

RESOLUTION OF THE MARINA CITY COUNCIL ADOPTING THE REVISED MARINA EMERGENCY OPERATIONS PLAN, AND REVISED CHAPTER 2.40 AND, ADOPTING THE NATIONAL INCIDENT MANAGEMENT SYSTEM

WHEREAS, the preservation of life, property, and the environment is an inherent responsibility of local government on 3 August 1979, the City of Marina Council adopted Resolution No.97-99 which adopted an amended Chapter 2.20 of the Municipal Code and an emergency preparedness plan based on California's Standardized Emergency Management System (SEMS).

WHEREAS, the Department of Homeland Security has issued a mandate that all states must adopt the National Incident Management System (NIMS) by September 2007 in order to standardize emergency management in all states. NIMS will take the place of the California SEMS regulations.

WHEREAS, a revised Marina Emergency Operations Plan has been written which is in conformity with the National Incident Management System and Chapter 2.20 has also been amended to be in conformity with NIMS.

WHEREAS, Chapter 2.20.080 states "The Marina disaster council shall be responsible for the development of the city emergency plan" and goes on to state, "Such plan shall take effect upon adoption by resolution of the city council

NOW, THEREFORE BE IT RESOLVED that Marina Council hereby adopts this revised Marina emergency operations plan, and amended Chapter 2.20

PASSED AND ADOPTED by the Marina city Council on this ___th day of October 2008, by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

ATTEST:

APPROVED:

, City Clerk

Bruce Delgado, Mayor

Program Administration

(1) Executive Policy

Marina is a unique city. It was incorporated in 1975 and became a Charter City in 1998. The 9000 acres in the city include a section of the former U.S. Army post, Fort Ord. According to the U.S. Census for 2017, the resident population was 22,145 persons. There is a Mayor and four council members. The City has a City Manager who is also the Director of Emergency Services.

Closure of Fort Ord in 1994 resulted in a decrease of population in Marina. Now, it has been estimated that real estate developments at the former Fort Ord and the expansion of California State University - Monterey Bay may result in a large growth of population by 2020. Accordingly, it is necessary to update and revise the Marina's Emergency Management Program to prepare the City for possible disasters in the future.

The Marina Emergency Operations Plan describes the City's emergency organization, policies and procedures. The plan also addresses integration and coordination with other governmental agencies when required. This plan has been prepared in accordance with the Department of Homeland Security's new National Incident Management System (NIMS) and is organized as recommended in the NFPA 1600 Standard on Disaster/Emergency Management and Business Continuity Programs 2007 Edition, published by the National Fire Protection Association.

(2) Goals and Objectives

The goals of the emergency program are to provide a safe environment before, during and after any emergency for residents of Marina. The objectives are to prepare for any type of natural or man-made disaster including acts of terrorism, respond appropriately in the event of a disaster, recover as soon as possible and take mitigation actions to reduce the impact of hazards in the future.

(3) Plans and Procedures

The plan addresses how Marina will respond to disasters, from preparedness through response, recovery and mitigation. The responsibilities of each department are identified, based on each identified hazard or threat examined in Marina's hazard analysis and probability matrix. Standard Operating Procedures (SOPs) are discussed, including roles and responsibilities.

(4) Authorities, Legislation, and Regulations

This plan is based on the functions and principles of the National Incident Management System (NIMS) as described in Homeland Security Presidential Directive HSPD-5.

(5) Budget, Schedules, and Milestones

It shall be the duty of the city disaster council to develop and recommend for adoption by the city council emergency and mutual aid plans and agreements and such ordinances and resolutions and rules and regulations as are necessary to implement such plans and agreements. It will review the entire plan after any incident and coordinate any revisions of the plan as required. The Marina Emergency Operations Plan will be adopted by the Mayor and the City Council.

(6) Advisory Committee and Evaluation

In accordance with Marina Municipal Code Chapter 2.20.030, the city disaster council shall consist of the following:

- A. The mayor, who shall be chairman;
- B. The director of emergency services (city manager), who shall be vice-chairman;
- C. The assistant director of emergency services;
- D. Such chiefs of emergencies as are provided for in the current emergency plan of the city, adopted pursuant to this chapter;
- E. Such representatives of civic, business, labor, veterans, disabled, professional, or other organizations having an official emergency responsibility, as may be appointed by the director with the advice and consent of the city council.

An evaluation of Marina's readiness will be conducted after each disaster incident to determine if corrective actions might be appropriate.

Section 1. General

Prevention

Some incidents have the potential to threaten people, property and the environment. It may be desirable if funding is available to prevent these incidents from occurring, rather than just trying to mitigate their harmful damage if no action is taken to prevent them.

Mitigation

Each city in California is required to prepare a "Local Hazard Mitigation Plan" which must be submitted through the State of California's Office of Emergency Services to the Federal Emergency Management Agency for review and approval. Marina completed its portion of the Monterey County Multijurisdictional Local Hazard Mitigation Plan which was submitted to the State for forwarding to FEMA. The Multijurisdictional Local Hazard Mitigation Plan was approved by FEMA in 2016.

Preparedness

Marina's response to disasters is based on the National Incident Management System (NIMS) phases of: Prevention, Mitigation, Preparedness, Response and Recovery.

During each phase, specific actions are taken to reduce and/or eliminate the threat of specific disaster situations. In coordination with the Incident Commander, the Marina Director of Emergency Services (City Manager) will determine the phase and initiate the appropriate level of alert for response agencies, including the activation of the Marina Emergency Operations Center as required. Refer to Figure 8.1, NIMS Organization Chart.

Increased Readiness

Upon receipt of a warning or the observation that an emergency situation is imminent or likely to occur soon, Marina may initiate actions to increase its readiness. Events that may trigger increased readiness activities include:

- Receipt of a special weather advisory from the National Weather Service;
- Conditions conducive to large scale urban fires, such as the combination of high heat, strong winds, and low humidity;
- A hazardous materials incident;
- Information or circumstances indicating the potential for terrorism, acts of violence or civil disturbance.

Increased readiness activities may include, but are not limited to, the following activities:

- Briefing key officials and employees of Marina on the situation;
- Increasing public information efforts;
- Inspecting critical facilities and equipment;
- Recruiting additional staff and volunteer disaster service workers
- Warning threatened elements of the Marina population;
- Conducting precautionary evacuations in potentially impacted areas;
- Mobilizing personnel and pre-positioning resources and equipment; and
- Establishing or activating staging areas.

Initial Response

Marina's initial response activities are primarily performed at the field response level. Emphasis is placed on minimizing the effects of the emergency or disaster. Field responders will use the NIMS Incident Command System (ICS) to organize response to the emergency or disaster, incorporating the functions, principles and components of ICS (i.e., unified command, action planning, span of control, hierarchy of command, etc.). The role of the Marina Emergency Operations Center is coordination of information and resources to support the Incident Commander in the field who is in charge of actual response activities.

Examples of initial response activities include:

- Making all necessary notifications, including the Monterey County Operational Area;
- Proclaiming a local emergency in Marina and sending the proclamation to the Monterey Operational Area
- Disseminating of warnings, emergency public information, and instructions to the residents, workers, shoppers, and visitors in Marina;
- Conducting evacuations and/or rescue operations;
- Caring for displaced persons and treating the injured;
- Conducting initial damage assessments and surveys;
- Assessing need for mutual aid assistance;
- Restricting movement of traffic/people and unnecessary access to affected areas;
- Coordinating information and resources with Operational Area, State and Federal agencies

Extended Response

Marina's extended response activities are conducted in the field and in the City's Regional Emergency Operations Center (EOC). The Marina Regional EOC is located at the CSU Monterey Bay Police Department 100 Campus Center 82-E Seaside, CA 93955.

Extended emergency operations involve the coordination and management of personnel and resources to mitigate an emergency and facilitate the transition to recovery operations. Field response personnel will use the NIMS Incident Command System to manage field operations.

EOC staff will be organized to coordinate information and resources to support the Incident Commander in the field. The components and principles of NIMS will be used by the EOC staff. EOC staff will keep in communication with the incident commander in the field to obtain his incident action plan and measurable and attainable objectives to be achieved for each given operational period.

When the Marina EOC is activated, communications and coordination will be established between the EOC and the Incident Commander(s) in the field. Communications and coordination will be established between the Marina EOC, when activated, and the Monterey County Operational Area EOC via Web EOC. NIMS multi-agency or inter-agency coordination will be used by EOC staff to facilitate decisions for overall local government level emergency response activities.

NIMS Mutual Aid System allows for the progressive mobilization of resources to/from emergency response agencies, local governments, operational areas, regions, and the State with the intent of providing adequate resources to requesting agencies.

Within the framework of the National Incident Management System and the California Disaster and Civil Defense Master Mutual Aid Agreement, all requests for assistance will

be submitted using appropriate resource request procedures. The jurisdiction requesting mutual aid will remain in charge and retain overall direction of personnel and equipment provided through mutual aid.

Examples of extended response activities include:

- Preparing detailed damage assessments;
- Operating mass care facilities;
- Coordinating coroner operations;
- Procuring resources to sustain operations;
- Documenting situation status;
- Protecting, controlling, and allocating vital resources;
- Restoring vital utility services;
- Tracking resource allocations;
- Conducting advanced planning activities;
- Documenting expenditures;
- Developing and implementing Action Plans for extended operations;
- Dissemination of emergency public information;
- Prioritizing resource allocation;

Recovery

As the immediate threat to life, property, and the environment subsides, the rebuilding of Marina will begin through various recovery activities.

Recovery activities involve the restoration of services to the public and rebuilding affected areas. Recovery activities may be both short-term and long-term, ranging from restoration of essential utilities such as water and power, to mitigation measures designed to prevent future occurrences of a given threat facing Marina.

Marina Recovery Plan is Appendix E. It identifies details of Marina's recovery operations. Also, the Monterey County Operational Area Emergency Plan covers the recovery process in detail, describing roles and responsibilities and the procedures for accessing the federal and state disaster assistance programs, which would be available for individuals, businesses, and the city of Marina.

Examples of Marina Recovery Plan activities include:

- Restoring of all utilities;
- Establishing and staffing Local Assistance Centers and Disaster Assistance Centers;
- Applying for state and federal assistance programs;
- Conducting hazard mitigation analyses;
- Identifying residual hazards; and

- Determining and recovering costs associated with response and recovery.

Responsibilities of City of Marina

Marina is responsible for prevention, preparedness, response, recovery and mitigation for disasters within its jurisdiction. Marina will use Web EOC to document the overall emergency response and recovery activities within its jurisdiction. During disasters, Marina is required to communicate and coordinate emergency operations with the Monterey County Operational Area and, in some instances, other local governments.

Under the National Incident Management System, the city has responsibilities at two levels: the field response and local government levels. At the field response level, all agencies will use the NIMS Incident Command System to standardize the emergency response.

At the local government level, the Marina Emergency Operations Center will be the central location for coordination of information and resources, and communicating with the Monterey County Operational Area. Web EOC will be used for this coordination of information and requesting and reporting on resources.

Section 2. Laws and Authorities

The following laws and authorities govern this Emergency Operations Plan:

- The authority for the Marina Emergency Operations Plan is provided in the California Emergency Services Act (Chapter 7 of Division 1 of Title 2) of the Government Code.
- Homeland Security Act 2002
- Homeland Security Presidential Directive / HSPD-5 Management of Domestic Incidents, February 28, 2003
- Marina Resolution number 2018 - (?) provides the authority for approving the Marina Emergency Operations Plan, Municipal Code Chapter 2.40 and the adoption of the National Incident Management System.
- Marina Council Resolution no. 2016-127, of August 16, 2016 adopted the Monterey County Multi-Jurisdictional Hazard Mitigation Plan.
- Monterey County Operational Area Emergency Operations 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 2007 Edition

Chapter 2.20 DISASTER COUNCIL

2.20.010 Purpose.

The declared purposes of this chapter are to provide for the preparation and carrying out of plans for the protection of persons and property within this city in the event of an emergency, the direction of the emergency organization, and the coordination of the emergency functions of the city with all other public agencies, corporations, organizations, and affected private persons. (Ord. 76-21 § 1, 1976).

2.20.020 Emergency defined.

As used in this chapter, "emergency" means the actual or threatened existence of conditions of disaster or of extreme peril to the safety of persons and property within the city caused by such conditions as air pollution, fire, flood, storm, epidemic, riot, or earthquake, or other conditions, including conditions resulting from war or imminent threat of war, but other than conditions resulting from a labor controversy, which conditions are or are likely to be beyond the control of the services, personnel, equipment, and facilities of the city, requiring the combined forces of other political subdivisions to combat. (Ord. 76-21 § 2, 1976).

2.20.030 Membership.

The Marina disaster council is created and shall consist of the following:

- A. The mayor, who shall be chairman;
- B. The director of emergency services, who shall be vice-chairman;
- C. The assistant director of emergency services;
- D. Such chiefs of emergency services as are provided for in a current emergency plan of the city, adopted pursuant to this chapter;
- E. Such representative of civic, business, labor, veterans, professional, or other organizations having an official emergency responsibility, as may be appointed by the director with the advice and consent of the city council. (Ord. 76-21 § 3, 1976).

2.20.040 Powers and duties.

It shall be the duty of the city disaster council, and it is hereby empowered, to develop and recommend for adoption by the city council emergency and mutual aid plans and agreements and such ordinances and resolutions and rules and regulations as are necessary to implement such plans and agreements. The disaster council shall meet upon call of the chairman or, in his absence from the city or inability to call such meeting, upon call of the vice-chairman. (Ord. 76-21 § 4, 1976).

2.20.050 Director and assistant director of emergency services--Offices created.

A. There is created the office of director of emergency services. The city manager shall be the director of emergency services.

B. There is created the office of assistant director of emergency services, who shall be appointed by the director. (Ord. 76-21 § 5, 1976).

2.20.060 Director and assistant director of emergency services--Powers and duties.

A. The director is empowered to:

1. 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 proclamation if the city council is not in session. Whenever a local emergency is proclaimed by the director, the city council shall take action to ratify the proclamation within seven days thereafter or the proclamation shall be of no further force or effect;

2. Request the Governor to proclaim a state of emergency when, in the opinion of the director, the locally available resources are inadequate to cope with the emergency;

3. Control and direct the effort of the emergency organization of the city for the accomplishment of the purposes of this chapter;

4. Direct cooperation between and coordination of services and staff of the emergency organization of the city, and resolve questions of authority and responsibility that may arise between them;

5. Represent the city in all dealings with public or private agencies on matters pertaining to emergencies as defined in this chapter;

6. In the event of the proclamation of a local emergency as provided in this section, the proclamation of a state of emergency by the Governor or the director of the State Office of Emergency Services, or the existence of a state of war emergency, the director is empowered:

- a. To make and issue rules and regulations on matters reasonably related to the protection of life and property as affected by such emergency; provided, however, such rules and regulations must be confirmed at the earliest practicable time by the city council,

- b. To obtain vital supplies, equipment, and such other properties found lacking and needed for the protection of life and property and to bind the city for the fair value thereof and, if required immediately, to commandeer the same for public use,

- c. To require emergency services of any city officer or employee and, in the event of the proclamation of a state of emergency in the county in which the city is located or the existence of a state of war emergency, to command the aid of as many citizens of this community as he deems necessary in the execution of his duties; such persons shall be entitled to all privileges, benefits, and immunities as are provided by state law for registered disaster service workers,
- d. To requisition necessary personnel or material of any city department or agency, and
- e. To execute all of his ordinary power as city manager, all of the special powers conferred upon him by this chapter or by resolution or emergency plan pursuant to this chapter adopted by the city council, all powers conferred upon him by any statute, by any agreement approved by the city council, and by any other lawful authority.

7. The director of emergency services shall designate the order of succession to that office, to take effect in the event the director is unavailable to attend meetings and otherwise perform his duties during an emergency. Such order of succession shall be approved by the city council.

8. The assistant director shall, under the supervision of the director and with the assistance of emergency service chiefs, develop emergency plans and manage the emergency programs of the city, and shall have such other powers and duties as may be assigned by the director. (Ord. 76-21 § 6, 1976).

2.20.070 Emergency organization.

All officers and employees of the city, together with those volunteer forces enrolled to aid them during an emergency, and all groups, organizations, and persons who may by agreement or operation of law, including persons impressed into service under the provisions of Section 2.20.060(A)(6)(c), be charged with duties incident to the protection of life and property in the city during such emergency, shall constitute the emergency organization of the city. (Ord. 76-21 § 7, 1976).

2.70.080 Emergency plan.

The city disaster council shall be responsible for the development of the city emergency plan, which plan shall provide for the effective mobilization of all the resources of the city, both public and private, to meet any condition constituting a local emergency, state of emergency, or state of war emergency, and shall provide for the organization, powers, and duties, services, and staff of the emergency organization. Such plan shall take effect upon adoption by resolution of the city council. (Ord. 76-21 § 8, 1976).

2.20.090 Expenditures.

Any expenditure made in connection with emergency activities, including mutual aid activities, shall be deemed conclusively to be for the direct protection and benefit of the inhabitants and property of the city. (Ord. 76-21 § 9, 1976).

2.20.100 Violation--Penalty.

It shall be a misdemeanor, punishable by a fine of not to exceed five hundred dollars, or by imprisonment for not to exceed six months, or both, for any person, during an emergency, to:

A. Willfully obstruct, hinder, or delay any members of the emergency organization in the enforcement of any lawful rule or regulation issued pursuant to this chapter, or in the performance of any duty imposed upon him by virtue of this chapter;

B. Do any act forbidden by any lawful rule or regulation issued pursuant to this chapter, if such act is of such a nature as to vie or be likely to give assistance to the enemy or to imperil the lives or property of inhabitants of the city, or to prevent, hinder, or delay the defense or protection thereof;

C. Wear, carry, or display, without authority, any means of identification specified by the emergency agency of the state. (Ord. 76-21 § 10, 1976).

Section 3. Risk Assessment

The City of Marina recognizes that the planning process must address each hazard that threatens Marina. Marina is vulnerable to several categories of hazards: natural and technological (man-made hazards, including national security/terrorism). Marina's Local Hazard Mitigation Plan identified possible hazards, made risk assessments, analyzed impacts, and prioritized and recommended appropriate mitigation activities. The local hazard mitigation plan is discussed in Section 4, Hazard Mitigation.

Natural and Technological (Man-made) Hazards

Marina, with its varying topography, growing permanent population, and growing shopping, industrial and recreational population, is subject to a wide variety of possible harmful events from natural and technological hazards. A preliminary hazard matrix that outlines each of these hazards and identifies their likelihood of occurrence and severity, Figure 3.1, follows. This matrix will be explored in more detail during the hazard mitigation plan process as discussed in Section 4.

Figure 3.1 Hazard Likelihood of Occurrence in Marina and Severity

Hazard	Infrequent	Sometimes	Frequent	Moderate	High
Natural Hazards					
Earthquake (Magnitude less than 5.0)					X
Earthquake (Magnitude greater 5.0)		X			
Extreme Weather/ Storm		X			
Floods	X				
Landslides	X				
Tsunami	X				
Technological Hazards					
Aircraft Crash		X			
Civil Disturbance	X				
Hazardous Materials		X			
Major Vehicle Accident				X	
Power Failure			X		
Terrorism	X				
Urban Fire				X	
Water Supply Failure	X				

After evaluating possible hazards as shown in the above table, it was determined that the natural hazards and technological or man-made hazards that confront the City of Marina are as follows:

Natural Hazards

- Earthquakes;
- Extreme Weather/Storm; and
- Floods;
- Landslides;
- Tsunami.

Technological/Man-made Hazards

- Aircraft Crash;
- Civil Disturbance; and
- Hazardous Materials;
- Major Vehicle Accident;
- Urban Fires;
- Terrorism.

Some of these hazards are summarized below.

Natural Hazards

Earthquakes

The Loma Prieta 6.9 magnitude earthquake in 1989 caused minor damage to infrastructure and unreinforced masonry buildings in Marina. However, in planning for future events, the U.S Geological Survey estimated in April 2003 that there would be a 62% probability of a 6.7 magnitude earthquake within the next 30 years in the San Francisco Bay area. According to the USGS, "Residents living near the Pacific coast in San Mateo, Santa Cruz, and Monterey counties are sandwiched between the San Andreas and San Gregorio faults. These two faults have a combined 34% chance of producing one or more magnitude 6.7 or greater quakes in these coastal areas before 2032".

Extreme Weather / Storms

In 1993 severe winter storms caused waters from the Salinas River to overflow its banks and flood surrounding areas.

Tsunamis

After the 1964 offshore earthquake in Alaska, a seismic wave was generated. After six hours of travel time, the tsunami struck Crescent City soon after midnight. Crescent City suffered severe damage to its business district and 11 people were missing, assumed swept out to sea. The tsunami caused very little damage to the Monterey and Marina coastal area. The present tsunami warning system will provide timely warning to California coastal cities of tsunamis caused by earthquakes in Alaska or Japan. In the future, however, a strong offshore earthquake along the San Gregorio fault (the Cascadia subduction zone) has the potential of creating a significant tsunami at Marina with very little alerting warning time.

Man-Made Hazards

Hazardous Materials

In the past several years, the threat from hazardous materials in Marina has increased. The threat for Marina is complicated by the increased use and storage of hazardous materials in facilities in Marina.

Power Failures

Power failures caused by earthquakes, winter storms, or widespread power outages will have severe economic impacts on Marina businesses and industries in addition to loss of power to homes.

Terrorism

Acts of terrorism, although of unknown type, may also have tremendous impact on residents and businesses in Marina.

Impact Analysis

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

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

Organizational Roles and Responsibilities

Marina departments have specific responsibilities and related activities/actions assigned to them for each identified hazard and threat. Each department is responsible for ensuring coordination with the other departments. Each department will be responsible for identifying key departmental personnel with backups and alternates for each position.

The Marina Office of Emergency Services is responsible for developing and maintaining an emergency alert list, which will be used to notify key city personnel. Each department will develop their own departmental alert list, which will be used by the departments to alert departmental personnel. The Marina Office of Emergency Services has overall responsibility for coordinating the City's response to each identified hazard and threat. Departmental responsibilities are outlined in hazard/threat specific matrices. Marina functions are shown in Figure 3.2, Marina Functions. Typical activities/actions performed during a specific hazard/threat are listed on the vertical axis (y-axis); and the five NIMS/SEMS functions are listed on the horizontal axis (x-axis). For each activity/action, the departments' assigned responsibilities under this activity/action are listed under the appropriate NIMS/SEMS function.

The following legend will apply to all the matrices:

FD	=	Fire Department
CD	=	Community Development
ADMIN	=	Administration/City Manager
OES	=	Office of Emergency Services
PW	=	Public Works
PD	=	Police Department
FIN	=	Finance
PK	=	Parks and Recreation

Figure 3.2 Marina Functions

Activities	Mgmt/ Command	Operations	Planning/ Intell.	Logistics	Finance/ Admin.
Incident Command	FD,PD				
Establish Perimeter		FD,PD			
Control Access		FD,PD,PW			
Traffic/Crowd Ctr.		PD,PW			
EOC Operations	ADMIN,FD, CD, PD,PW FIN,OES,	PD,FD,PW,	CD,ADMIN	ADMIN,PW	FIN,ADMIN
Evacuations		PD,FD, PK		CD,PW, PK	
Notifications	ADMIN, PD FD	PD, FD		PW,PK	
Communications		FD,PD,PW, OES		PD	
Initial Damage Assessment		PD,FD,PW			
Detailed Damage Assessment		CD, PW			
Shelter Operations		PK, PD		ADMIN,PD , PW	
Public Information	PD,FD,OES	FD,PD			
Fire Suppression		FD			

HazMat Operations		FD			
Debris Removal		PW			
Utility Restoration		PW PW,CD		PW PW	
Facility Restoration		PK, PW	CD		
Situation Status			CD		FIN
Documentation				ADMIN	FIN
Procurement		ADMIN, PD			
Volunteer Mgmt.		PD,FD,PW,			
Fatalities Mgmt.		ADMIN,FD, PD,PW,CD			
Recovery Operations					

Section 4. Incident Prevention

Incident prevention are those activities which can prevent an incident which threatens people, property, and the environment. Section 5 will discuss mitigation which attempts to minimize the possible damage which might occur if an incident is not prevented. The detailed analysis of various hazards and possible actions which might be taken to minimize damage has the potential for identifying feasible actions which might be taken to prevent the incident if funding were available.

Section 5. Mitigation

Marina prepared its section of the Monterey County Multi-Jurisdictional Hazard Mitigation Plan in accord with new requirements from the Department of Homeland Security. The

Monterey County Multi-Jurisdictional Hazard Mitigation plan was approved by FEMA in 2007.

The City of Marina's local hazard mitigation plan has been based on hazard identification, risk assessment, impact analysis, historical experiences, program assessment and cost-benefit analyses. Some of the mitigation strategies may be as follows:

- Applicable building construction standards
- Appropriate land-use practices
- Relocation of structures at risk
- Elimination of the hazard
- Reduction of the size of the hazard
- Segregation of the hazard
- Modification of the hazard
- Establishment of hazard warning systems and procedures
- Redundancy of personnel, systems, equipment, or materials

Section 6. Resource Management and Logistics

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

- There will be a uniform method of identifying, acquiring, allocating, and tracking resources.
- It uses effective mutual-aid and donor assistance, and is enabled by the standardized classification of kinds and types of resources required to support the incident management organization.
- It uses a credentialing system tied to uniform training and certification standards to ensure that requested personnel resources are successfully integrated into ongoing incident operations.
- The coordination is the responsibility of the Marina Emergency Operations Center using the Response Information Management System software to request resources and keep track of them.
- It should also encompass resources contributed by private sector and nongovernmental organizations.

Marina has implemented and institutionalized processes, systems, plans and procedures to address the underlying concepts of resource management using RIMS software, including:

- A uniform method of identifying, acquiring, allocating, and tracking resources.
- Effective mutual-aid and donor assistance.
- Standardized classification of kinds and types of resources required to support the incident management organization.
- A credentialing system tied to uniform training and certification standards.
- Coordination, which is the responsibility of emergency operations centers.

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

Section 7. Mutual Aid/ Assistance

Marina is a city with limited resources. Mutual aid will be requested as necessary because most disasters will overwhelm the City's resources. Some mutual aid agreements for law enforcement augmentation, fire suppression assistance and public works assistance are already in place.

Requests for additional mutual aid resources will be sent to the Monterey County Operational Area Emergency Operations Center using the request formats designated in the Response Information Management System.

Section 8. Planning

Marina's overall emergency program includes an emergency management strategic plan, a prevention plan, an emergency operations plan, a mitigation plan, a continuity of government plan, and a recovery plan.

Marina's Emergency Management Strategic Plan

Marina's Emergency Management Strategic Plan is presented in Appendix A, which defines the vision, mission, goals and objectives of the emergency program.

Marina's Prevention Plan

Appendix B, Marina's Prevention Plan discusses those hazards, where certain mitigation items contained in Marina's section of the Monterey County Multi-Jurisdictional Hazard Mitigation Plan should be given priority, if feasible for appropriate action to "prevent" harmful results from a hazard rather than just mitigation action which may reduce harmful effects if it were to occur

Marina's Emergency Operations Plan

Marina's Emergency Operations Plan (EOP) defines the scope of preparedness and incident management activities necessary for our city. The EOP describes organizational structures, roles and responsibilities, policies, and protocols for providing emergency support. The EOP facilitates response and short-term recovery activities, which set the stage for successful long-term recovery. It will drive decisions on long-term prevention and mitigation efforts or risk-based preparedness measures directed at specific hazards. The EOP is flexible enough for use in all emergencies. The EOP describes the purpose of the plan, situation and assumptions, concept of operations, organization and assignment of responsibilities, administration and logistics, plan development and maintenance, and authorities and references. It also contains functional annexes and hazard-specific appendices. The EOP includes pre-incident and post-incident public

awareness, education, and communications plans and protocols. The Emergency Operation Plan has been updated and revised to be in accord with the Department of Homeland Security's National Incident Management System. The organization of the plan follows the guidance of the National Fire Protection Association NFPA 1600 Standard on Disaster/Emergency Management and Business Continuity Programs, 2007 Edition.

Marina's Mitigation Plan

Marina prepared its section of the Monterey County Multi-Jurisdictional Hazard Mitigation Plan in accord with new requirements from the Department of Homeland Security. The Monterey County Multi-Jurisdictional Hazard Mitigation plan was approved by FEMA in 2007. The plan may be viewed by contacting the City Clerk, City of Marina, Marina, CA 93955 (831) 899-6707

Marina's Continuity of Government Plan

Normal operations of the City of Marina may be completely disrupted in a catastrophic disaster such as an earthquake when there may be no commercial electricity, telephone systems are not working, streets and overpasses are damaged, water, sewer, and gas pipes have been broken, etc. The City's Continuity of Government Plan, **Appendix D**, identifies critical items, vital records, the City's processes and functions which shall be maintained, as well as the personnel and procedures necessary to do this while the City's capabilities are being restored.

Marina's Recovery Plan

Marina will be involved in recovery operations as described in Appendix E. In the aftermath of a disaster, many citizens will have specific needs that must be met before they can pick up the thread of their pre-disaster lives. Typically, there will be a need for such services as:

- Assessment of the extent and severity of damages to homes and other property;
- Restoration of services generally available of water.
- Repair of damaged homes and property;
- Professional counseling

When the sudden changes resulting from the emergency have resulted in mental anguish and inability to cope, the City will help individuals and families recover by ensuring that these services are available and by seeking additional resources for the community.

Recovery occurs in two phases: short-term and long-term. Short-term recovery operations will begin during the response phase of the emergency. The major objectives of short-term recovery operations include rapid debris removal and clean-up, and orderly and coordinated restoration of essential services (electricity, water, and sanitary

systems). Short-term recovery operations will include all the agencies participating in the City's disaster response. The major objectives of long-term recovery operations include:

- Coordinated delivery of long-term social and health services;
- Improved land use planning;
- Improving the Marina Emergency Operations Plan;
- Re-establishing the local economy to pre-disaster levels;
- Recovery of disaster response costs; and
- The effective integration of mitigation strategies into recovery planning and operations.

The City of Marina will handle long-term recovery activities. Changes to the Recovery Plan will be coordinated with all participating departments and agencies. Structures that present public safety threats will be demolished during short-term recovery operations.

The goal of short-term recovery is to restore local government services to at least minimal capacity. Short-term recovery includes:

- Utility restoration;
- Expanded social, medical and mental health services;
- Re-establishment of Marina government operations;
- Transportation route restoration;
- Debris removal and clean-up operations; and
- Demolition of hazardous structures.

Marina will coordinate with private utility companies on all efforts to restore utility systems and services during recovery operations. Monterey County Health Department will be requested to coordinate and conduct critical stress debriefings for emergency response personnel and victims of the disaster/event.

For federally declared disasters, tele-registration centers may be established by the Department of Homeland Security's Federal Emergency Management Agency (FEMA) to assist disaster victims and businesses in applying for individual assistance grants and Small Business Administration loans.

In coordination with the American Red Cross, the City will provide sheltering for disaster victims until housing can be arranged.

The City will ensure that debris removal and clean-up operations are expedited during short-term recovery operations.

The goal of long-term recovery is to restore facilities to pre-disaster condition. Long-term recovery includes hazard mitigation activities, restoration and reconstruction of public facilities, and disaster response cost recovery.

The City will be responsible for its own approach to mitigation which could include zoning variances, building code changes, plan reviews, seismic safety elements, and other land use planning techniques. With public safety a primary concern, rapid recovery may require adjustments to policies and procedures to streamline the recovery process.

Hazard mitigation actions will need to be coordinated and employed in all activities by the City and special districts in order to ensure a maximum reduction of vulnerability to future disasters. The City and special districts will strive to restore essential facilities to their pre-disaster condition by retrofitting, repairing or reconstructing them during long-term recovery operations.

Recovery programs will also be sought for individual citizens.

Section 9. Incident Management

The City of Marina has developed the capability to direct, control, and coordinate response and recovery operations in accord with the procedures outlined in the National Incident Management System. Specific organizational roles, titles, and responsibilities for each incident management function will be identified and discussed in this section.

For the Marina's Emergency Operations Plan to be complete, each EOC section, branch and unit should have Standard Operating Procedures (SOPs). These SOPs will contain those actions that are necessary to fulfill the NIMS functional responsibilities under this plan. Each of the SOPs will include generic information such as increased readiness activities, procedures for recalling departmental personnel, disaster assignments, and resource lists. Marina's Emergency Operations Checklists are contained in Appendix C.

Under a heading for each NIMS section, branch or unit, a descriptive list of what specific information will be in the SOPs is provided below. Strict adherence to the guidelines of the SOP by departments is not required. Departments may find it necessary to deviate from SOPs to respond to unique needs in a particular response.

Web EOC will be used to communicate with the Monterey County Operational Area for coordinating response, continuity and recovery activities.

Responsibilities of Marina Director of Emergency Services (City Manager)

- Prepare public information releases for staff, residents, workers, shoppers, visitors in Marina and the media with assistance from the Office of Emergency Services.
- Prepare to recruit volunteers and additional staff, including the procedure for registering them as Disaster Service Workers with assistance from the Office of Emergency Services.
- Develop procedures to disseminate warnings, emergency public information, and instructions to Marina employees, residents, workers, shoppers, and visitors with

assistance from the Police Department, Fire Department, and the Office of Emergency Services.

- Develop procedures to establish a voluntary register in order to assist residents with disabilities including the elderly, non-English speaking, and residents with medical, mobility, vision, hearing, etc problems.
- Develop a draft of the declaration of a local emergency for transmittal to the Monterey Operational Area in Salinas with assistance from the Office of Emergency Services and the City's attorney
- Use the Response Information Management System procedures for requesting, controlling, and allocating vital resources.
- Develop the process for communicating with the City's Disaster Council and briefing them with updated information as feasible.
- Develop the procedures and processes used for recovery operations with assistance from the Finance Department and the Office of Emergency Services,
- Develop procedures for continuing government operations, including the approval of alternate sites and succession of City leadership.

Responsibilities of Marina Emergency Operations Center Manager

- Check and test communications systems in the Emergency Operations Center and if necessary in the alternate EOC.
- Prepare to brief the Mayor, and Marina employees if there is any advance warning of an impending disaster situation.
- Draft a local emergency declaration for sending by the Response Information Management System to the Monterey County Operational Area Emergency Operations Center for transmittal to the Coastal Region of the Governor's Office of Emergency Services.
- Coordinate with Mayor's Office in preparation of possible public information press releases of impending disaster situations
- Coordinate with Mayor's Office, the possible recruitment of volunteers and additional staff, including the procedures for registering them as Disaster Service Workers.
- Activate the process for managing incidents at the field level, using the National Incident Management System's Incident Command System with assistance of the Marina Police Department and the Marina Fire Department.
- Develop procedures to disseminate warnings, emergency public information, and instructions to Marina residents, businesses, shoppers and visitors with assistance from the Marina Police Department, Marina Fire Department representative and the Mayor and council members of Marina.
- Develop the procedures for maintaining normal operations during the local emergency status for an extended period of time if necessary.
- Develop the process and procedure for responding to media inquiries for the duration of the emergency.
- Develop procedures for the deactivation of the Marina Emergency Operations Center.

- Develop procedures for the organization and preparation of after-action reports.
- Develop the procedures and processes used for recovery operations with assistance from the Finance Department and Community Development Department.
- Develop procedures for applying for state and federal disaster assistance programs.
- Identify the process for conducting and analyzing potential hazard mitigation projects in coordination with the Public Works and Community Development Departments.

Responsibilities of Marina Police Department

- Develop procedures for checking critical Marina police department facilities and equipment, including testing communications systems.
- Develop procedures for mobilizing Police Department personnel and pre-positioning resources and equipment.
- Identify alternative Emergency Operations Center facilities to the City Manager (Director of Emergency Services), in case of damage to the primary Emergency Operations Center
- Develop procedures to disseminate warnings, emergency public information, and instructions to Marina employees, residents, workers, shoppers, and visitors with assistance of the Marina Fire Department and the Marina Office of Emergency Services
- Develop procedures for responding to:
 - Aircraft accidents, including military aircraft;
 - Civil disturbances;
 - Earthquakes;
 - Extreme weather or storm situations.
 - Floods;
 - Hazardous material incidents;
 - Landslides; and
 - Major vehicle accidents;
 - Terrorism incidents
 - Urban fires
- Develop procedures for initiating:
 - “Windshield survey” damage assessments following an earthquake;
 - Perimeter management, including access control;
 - Isolating the incident, and controlling access to the incident;
 - Request for law enforcement mutual aid; and
 - Operations to safeguard evidence at hazmat and terrorism incidents.
- Develop procedures for evacuation/movement operations and traffic and crowd control operations, including the identification of evacuation routes, evacuation reception areas, shelter locations, and security for area.
- Plan for special traffic control, restricted access and access control for specific areas involved in hazardous material incidents.

- Ensure that the requirements under the Americans with Disabilities Act are included in evacuations and movement operations.
- Develop communication and coordination protocols between the Marina Police operations in the field and the Marina Emergency operations Center.
- Develop procedures in coordination with the Monterey County Coroner for managing fatalities until the Coroner arrives.

Responsibilities of Marina Fire Department

- Management of incidents at the field level will conform to the National Incident Management System's Incident Command System (ICS) with coordination between Marina Fire Department personnel and other department/agencies.
- Hazardous material procedures in Marina will be consistent with the Monterey County's Hazardous Materials Plan with support by the Monterey County Regional Hazmat team.
- In the event of evacuations, Marina Fire Department personnel will assist, as feasible, in dissemination of warnings, emergency public information, and instructions to Marina employees, residents, workers, shoppers and visitors in coordination with the Marina Police Department.
- Marina Fire Department personnel will respond to:
 - Aircraft accidents, including military aircraft;
 - Extreme weather or storm situations.
 - Major vehicle accidents;
 - Terrorism incidents;
 - Landslides; and
 - Earthquakes;
 - Floods;
 - Urban fires;
- Assist with windshield survey damage assessments following an earthquake;
- Activities to implement Incident Action Plans;
- Evacuation operations;
- Medical operations, including triage operations;
- Needs assessment and subsequent requests for fire and rescue mutual aid;
- Rescue operations
- Treatment of injured.

Responsibilities of Marina Public Works Department

- Identify the process and develop procedures for checking critical Public Works facilities and equipment, including testing all systems.
- Develop procedure for mobilizing Public Works personnel and pre-positioning resources and equipment.
- Develop procedures for Public Works response to:
 - Terrorist incidents;
 - Earthquakes;

- Floods;
- Landslides;
- Extreme weather or storm situations.

Develop procedures for initiating:

- Damage assessment of utilities after an earthquake;
- Damage assessment of homes, businesses and industrial facilities;
- Damage assessment of critical infrastructure facilities;
- Debris removal operations;
- Repair and restoration activities for damaged facilities, utility systems, and infrastructure;
- Flood fighting activities/actions;
- Sand bagging operations;
- Hazardous waste clean up and disposal operations;
- Clearing and shoring operations for landslide areas;
- Request for public works mutual aid
- Develop procedures for assisting in restoring vital utility services.
- Conduct and analyze potential hazard mitigation projects to assist the Marina Office of Emergency Services and Community Development Department,

Community Development Department.

- Develop procedures for mobilizing Community Development Department personnel and pre-positioning resources and equipment.
- Develop procedures for assessing mutual aid needs for damage assessment.
- Develop procedures for performing detailed safety inspections of damaged facilities following an earthquake, including the process of determining whether a structure will be rebuilt or demolished.
- Develop procedures to initiate mutual aid request for building inspectors following an earthquake.
- Develop procedures to manage building inspection teams.
- Develop procedures for conducting advance planning activities.
- Develop procedures for creating a situation status report for the disaster to obtain the "big picture," including the updating process.
- Develop procedures for tracking resources.

Finance Department

Develop procedures for procuring emergency resources to sustain operations.

- Develop the disaster accounting system for documenting the financial cost of disaster response and recovery operations.
- Develop the procedures and processes used for recovery operations with assistance of the Office of Emergency Services and the Administration,
- Develop the process and procedures for tracking employees' time and issuing paychecks during disaster operations.

- Develop process and the procedures for submitting and processing workman compensation claims.
-

Section 10. Communications and Warning

The City of Marina has established communications systems and procedures, and regularly tests them to support the City's emergency program. The systems have a reliable capacity to notify officials and alert emergency response personnel. Emergency warning protocols, processes and procedures have been developed and are regularly tested to alert residents, employees, shoppers, and visitors in Marina who may be potentially impacted by an actual or impending disaster, such as a tsunami. Communication needs and capabilities to execute all required activities in response and recovery have been addressed as well as the inter-operability aspects of multiple responding organizations and personnel.

The Incident Commander in the field manages communications at an incident using a common communications plan and incident-based communications established solely for use by the command, tactical, and support resources assigned to the incident. All entities involved in managing the incident will use common terminology for communications as prescribed by the National Incident Management System.

Section 11. Operational Procedures

The City of Marina has developed and implemented operational procedures to support Marina's emergency program. These procedures address the issues of the health, safety, and welfare of residents, employees, shoppers, and visitors, and protection of property in Marina for response to and recovery from the consequences of hazards to be expected in Marina. Also, a situation analysis has been conducted which includes damage assessment and identification of resources to support response, recovery and initiation of mitigation. Appendix C, Marina Emergency Operations Checklists, contains these checklists of operational procedures while Appendix D, Marina Continuity of Government Plan, contains the Succession of Government procedures.

Section 12. Facilities

The City of Marina has established logistical capability and procedures to locate, acquire, store, distribute, maintain, test, and account for services, personnel, resources, materials, and facilities procured or donated to support the City's emergency management program. The Web EOC software will be used by Emergency Operations Center personnel as appropriate to carry out these procedures and provide the desired information to account for all actions.

The City of Marina will have its primary Emergency Operations Center located at the Regional EOC located at 100 Campus Center 82-E, Seaside, CA 93955 to support response and recovery activities.

Section 13. Training

The City of Marina has assessed training needs for the City's emergency program and has developed and implemented a training and educational curriculum to support the City's program. This training will comply with all applicable regulatory requirements. The Marina Office of Emergency Services (OES) is responsible for arranging for all training required under the National Incident Management System (NIMS) .

Appropriate city employees will attend Web EOC training to be provided by the Monterey County Operational Area.

The City's OES is responsible for arranging for appropriate training for all emergency responders, ensuring that all applicable laws are met, and employees are familiar with and knowledgeable of NIMS and Marina's emergency operations plan.

The objective of the training will be to create awareness and enhance the required skills to execute the City's emergency system. The frequency and scope of the training shall be identified. For example, a tabletop exercise will be scheduled at least annually. Training records will be maintained.

Section 14. Exercises, Evaluations, and Corrective Actions

The Marina Office of Emergency Services is responsible for developing and distributing an exercise schedule, which covers the exercises to be conducted throughout a given calendar year. Each department is responsible for sending emergency responders to these scheduled events pursuant to the exercise schedule published by the Office of Emergency Services.

An evaluation of the exercise will be conducted after the conclusion of each exercise. The lessons learned would be addressed to determine what appropriate corrective action should be taken.

With regard to actual disasters, the National Incident Management System (NIMS) regulations require any city or county declaring a local emergency for which the governor proclaims a state of emergency to complete and transmit an after-action report to California Office of Emergency Services within (90) days after the close of the incident period.

The after-action report will provide, at a minimum, response actions taken, application of NIMS, suggested modifications to NIMS, necessary modifications to plans and procedures, identified training needs, and recovery activities to date.

The after-action report will serve as a source for documenting Marina's emergency response activities, identifying areas of concern and successes. It will also be utilized to develop and describe a work plan for implementing improvements.

An after-action report will be a composite document for all NIMS levels, providing a broad perspective of the incident, referencing more detailed documents, and addressing all areas specified in regulations. It will include an overview of the incident, including enclosures, and addressing specific problem areas for improving the Emergency Operations Plan, if necessary.

It will be coordinated with studies of possible hazard mitigation activities. Hazard mitigation efforts should be included in the “recovery actions to date” portion of the after-action report.

The Marina Office of Emergency Services will be responsible for the completion and distribution of the Marina after-action report, including sending it by RIMS software to the Governor’s Office of Emergency Services within the required 90-day period. The City of Marina should coordinate with the Monterey County Operational Area Emergency Operation Center in the completion of the after-action report in order to incorporate appropriate information from the County for the report.

The Marina after-action report’s primary local audience will be City management and employees. As public documents, they will be available for viewing at the Marina Public Library.

Data for the after-action report will be collected from questionnaires, RIMS documents, other documents developed during the disaster response, and interviews of emergency responders.

Section 15. Crisis Communication and Public Information

The Marina Office of Emergency Services has developed procedures to disseminate and respond to requests for pre-disaster, disaster, and post disaster information, including procedures to provide information to internal and external audiences, including the media, and deal with their inquiries.

The Mayor and city council members with the coordination of the Director of Emergency Services (City Manager) will be responsible for disseminating accurate and timely information to city employees, residents, businesses, industries, shoppers, and visitors in Marina. The Mayor may ask various residents and personnel from Marina businesses and industries to assist in these public information outreach efforts. The Mayor will also brief the media before disasters when advance information and warning about possible forthcoming events such as tsunamis has been received from the National Weather Service. The Mayor and council members should talk to and listen to these employees, residents, visitors, the various media representatives and others to monitor their concerns and provide appropriate answers to address these concerns.

The Director of Emergency Services will designate a Public Information Officer to coordinate all crisis communication and public information activities with the Mayor and

council members. The PIO will clear such activities with the Director so that there will one official source of information about disasters in Marina. The public information officer's responsibilities include:

- Providing a contact facility for the media
- Developing a system for collecting accurate and timely information about the disaster and the city's response efforts
- Preparation of regular information bulletins
- Procedures for obtaining clearance and release of official information
- Procedures for dissemination of information to disabled populations
- Procedures for dissemination of guidelines for evacuation, sheltering, and shelter-in-place

Public education and awareness programs shall be developed for hazards such as earthquakes and tsunamis, which may pose problems for residents, businesses, and others in Marina. City employees including Fire, Police and Public Works personnel need to know how to respond, where to respond, and how to minimize the impact of the disaster. The residents, businesses, industries, shoppers and visitors need to know how they will be notified of impending disasters, the potential effects of the disasters, and how to protect themselves from the impact of the disasters.

Section 16. Finance and Administration

The City of Marina has developed effective financial management and administrative procedures to provide accurate financial records before, during, and after disasters. This system should provide for flexible and responsive action to provide timely assistance for disaster activities and procurements requested by the Incident Commander. The accounting procedures should provide documentation for recording financial data for future cost recovery.

The financial procedures include:

- Definition of responsibilities for financial authority, including reporting relationship to Director of Emergency Services
- Procurement procedures
- Payroll
- Accounting system to track and document cost

APPENDIX A Marina Emergency Management Strategic Plan

Vision The Mission Statement is, “The City of Marina is dedicated to providing excellent municipal services that enhance the quality of life for our diverse community.”

The City’s goals reflect the City Council’s commitment to fulfilling the City’s mission and vision in a way that is consistent with the City’s values: ethical behavior; respect; honesty and integrity; accountability to each other and the public; teamwork; initiative and innovation; fiscal responsibility; and excellent customer service.

The City’s Strategic Emergency Management Plan is consistent with the City’s Strategic Plan and is designed to support it as outlined below:

Emergency Operations Vision Statement:

- The vision of the Emergency Operations Program is to have staff and citizens prepared for likely emergencies, create a safer environment, identify and mitigate hazards to the extent feasible, and enable our community to respond to and recover from the consequences of disasters.

Emergency Operations Mission Statement:

- It is the mission of the Emergency Operations Program to develop a comprehensive and fully functional emergency operations program.

Goals of the Emergency Operations Program:

- Develop a comprehensive emergency plan, which addresses all phases of emergency management: prevention, mitigation; preparedness; response; and recovery.
- Train city staff and employees in emergency management principles.
- Regularly exercise emergency personnel and test the plan to ensure its functionality in order to correct deficiencies.
- Train a network of citizen responders via the Community Emergency Response Team training classes.
- Partner with the City’s business community to plan for and ensure rapid economically viable recovery after disasters.

Appendix B Marina Prevention Plan

There are a number of different hazards which might threaten people, property and the environment in Marina. The Marina section of the Multi-Jurisdictional Hazard Mitigation Plan of September 2016 identified these hazards, discussed the likelihood of their occurrence and the vulnerability of people and property to these hazards.

This mitigation plan provides pertinent information to help in analysis of possible prevention activities.

APPENDIX C EMERGENCY RESPONSE CHECKLISTS

EMERGENCY OPERATIONS CHECKLIST

City Manager's Office

Directions: Upon declaration of a local disaster, the staff of the City Manager's Office will ensure that the following items are addressed:

CHECKLIST:

- q** Issue the disaster proclamation signed by the City Manager.
- q** Notify Monterey County of the proclamation (RIMS to the Operational Area EOC.)
- q** City Manager & staff report to Emergency Operations Center.
- q** Notify the City Council regarding status of our disaster operations.
- q** Request a status report from department representatives reporting to the EOC.
- q** Request a citywide hazard/damage assessment from Community Development.
- q** Prioritize immediate needs based on potential threat to human life.
- q** Appoint a Public Information Officer and provide for dissemination of vital information.
- q** Prioritize all operations, as needed.
- q** Develop and implement the overall Incident Action Plan.

EMERGENCY OPERATIONS CHECKLIST

City Attorney

Directions: Upon declaration of a local disaster, the city attorney will ensure that the following items are addressed:

CHECKLIST:

- q** City Attorney report to EOC.
- q** Establish and staff the EOC legal officer position.
- q** Analyze the need for emergency ordinances in consultation with City Manager and EOC staff.
- q** Assist staff in development of emergency ordinances, if needed.
- q** Provide any legal guidance, as required.

EMERGENCY OPERATIONS CHECKLIST

Finance Department

Directions: Upon declaration of a local disaster, finance department management will ensure that the following items are addressed:

CHECKLIST:

- q** During work hours, supervisors will account for all finance personnel and notify them of disaster declaration.
- q** After hours, get in touch with or recall all finance personnel and notify them where to report and their assignments to shifts.
- q** Finance director is to report to EOC.
- q** Develop and maintain a city wide inventory of vital resources and supplies (water, food, medical supplies, sanitation needs, fuel, tools and building materials.)
- q** Establish a central cache/supply center for each of the above supplies.
- q** Coordinate requests for supplies from various departments.
- q** Contact suppliers and procure necessary supplies.
- q** Arrange for transportation of supplies (pick-up and delivery.)
- q** Provide accounting for supplies and associated costs.
- q** Coordinate mass care needs, if required, in conjunction with FEMA, Red Cross and Salvation Army.

EMERGENCY OPERATIONS CHECKLIST

Police Department

Directions: Upon declaration of a local disaster, the police department management will ensure that the following items are addressed:

CHECKLIST:

- q** Department Head will report to EOC.
- q** Supervisors will account for all on-duty members and issue disaster declaration notification.
- q** Recall all off duty and reserve personnel and notify them where to report and shift assignments
- q** Police management (on duty & off) will report to Emergency Operations Center.
- q** Inform all field units of need to coordinate communications through EOC.
- q** Establish a communications element via the EOC and Coordinate with the County Communications Center.
- q** Request citywide/disaster area assessment of law enforcement needs.
- q** Prioritize law enforcement needs.
- q** Provide needed resources for immediate law enforcement issues.
- q** Provide needed resources for traffic control, as needed.
- q** Provide needed resources for evacuation/public warning.
- q** Provide needed animal control services.

EMERGENCY OPERATIONS CHECKLIST

Fire Department

Directions: Upon declaration of a local disaster, the fire department management will ensure that the following items are addressed:

CHECKLIST:

- q** Department Head reports to EOC.
- q** Supervisors account for all on-duty members and inform all personnel that a disaster has been declared.
- q** Provide a situation report to fire communications and obtain tactical channel assignment for in-house fire dispatch.
- q** Recall all off-duty and reserve personnel and notify them where to report and shift assignments
- q** Alert all CERT leaders of situation and request status of their resources. Coordinate activity of CERTs.
- q** Battalion Chiefs (on duty & off) report to Emergency Operations Center.
- q** Move all apparatus outside of Fire Station following an earthquake.
- q** EOC to assume fire communications duties and establish link with Fire Communications as soon as feasible. Fire units will be instructed to minimize radio traffic and communicate through EOC only.
- q** Logs of all equipment used, personnel time etc will be established for cost recovery documentation.

EMERGENCY OPERATIONS CHECKLIST

Public Works Department

Directions: Upon declaration of a local disaster, public works management will ensure that the following items are addressed:

CHECKLIST:

- q** Department Head reports to EOC.
- q** During work hours, supervisors will account for all public works personnel and provide notification of disaster declaration.
- q** After hours, recall all public works personnel and notify them where to report and shift assignments.
- q** Public Works Director & Superintendent report to Emergency Operations Center.
- q** Inform all field units of need to coordinate communications through the EOC.
- q** Request city wide damage assessment of disaster area as soon as possible.
- q** Assign crews to open blocked roads to enable emergency vehicle access, and affect emergency repairs to vital facilities, as needed.
- q** Assign personnel and equipment to assist with heavy rescue, as needed.
- q** Assign personnel to assess water system and maintain potable water for emergency and domestic needs.
- q** Equipment Repair staff to prepare for field repair of priority vehicles and establish fueling arrangements.
- q** Assign personnel to assess and operate sewer system.
- q** Coordinate with public utilities to ensure continued availability of electric, telephone, gas, water and sewer service.
- q** Coordinate use of heavy equipment, and prepare RIMS requests for additional resources as needed.

- q** Coordinate and assist with repair of city owned buildings and structures.

EMERGENCY OPERATIONS CHECKLIST

Community Development Department

Directions: Upon declaration of a local disaster, community development management will ensure that the following items are addressed:

CHECKLIST:

- q** During work hours, supervisors will account for all community development personnel and provide notification of disaster declaration.
- q** After hours, recall all community development personnel and notify them where to report and shift assignments.
- q** Community development director reports to EOC.
- q** Conduct hazard inspections of all vital facilities (Primary EOC at Marina's Police/Fire Center and alternate EOC at Marina Airport Fire Station)
- q** Obtain citywide/disaster area damage assessment and provide situation analysis.
- q** Provide liaison contact by RIMS with Monterey County Operational Area EOC and various neighboring cities, mutual aid responders.
- q** Provide building inspection/assessment of structural safety throughout City of Marina's disaster area.
- q** Coordinate resources and provide guidance for recovery planning for City of Marina.

EMERGENCY OPERATIONS CHECKLIST

Recreation & Community Activities Department

Directions: Upon declaration of a local disaster, the recreation & community activities management will ensure that the following items are addressed:

CHECKLIST:

- q** Recreation & Community Activities director reports to EOC.
- q** Contact full-time employees and have them report to Marina's EOC.
- q** Designate lead person responsible for support of EOC operations.
- q** Request FEMA, Red Cross and Salvation Army representatives to report to Marina's EOC. Coordinate mass care needs, as required, in conjunction with FEMA, Red Cross and the Salvation Army.
- q** Provide at least one Spanish-speaking interpreter at all mass care shelters.

EMERGENCY OPERATIONS CHECKLIST

Personnel Officer

Directions: Upon declaration of a local disaster, the personnel director will ensure that the following items are addressed:

CHECKLIST:

- ☐ During work hours, account for personnel staff and provide notification of disaster declaration.
- ☐ After hours, contact or recall personnel staff and notify them where to report and shift assignments.
- ☐ Personnel director reports to the Marina EOC.
- ☐ Analyze need for volunteer civilian disaster workers (litter carriers, laborers, messengers, clerks, food service assistants, computer repair technicians, computer operators, volunteers to assist in medical, fire fighting, law enforcement activities, etc.)
- ☐ Coordinate above volunteer personnel needs with Red Cross and Salvation Army representatives.
- ☐ Establish and staff volunteer disaster worker recruiting center, if needed.
- ☐ Register all volunteers as disaster workers.
- Q Coordinate requests for volunteer personnel from all departments.

National Incident Management System (NIMS)

NIMS provides an organizational framework and guidance for operations at each level of the emergency management system. It is the umbrella under which all response agencies may function in an integrated manner. The objective of NIMS is to improve the coordination of state and local emergency response. The City of Marina will adopt NIMS as our system for managing all local emergencies. NIMS will replace California's Standardized Emergency Management System (SEMS) by September 2007. All local governments must use SEMS in multi-jurisdictional or multi-agency emergency responses to be eligible for state reimbursement of response-related personnel costs.

NIMS Levels:

There are five levels of NIMS organization:

Field Level – At this Field level, all emergency operations are based at a field command post and an Incident Commander manages the SEMS organization. The Incident Command System (ICS) field level of SEMS shall be utilized for all multi agency responses.

Local Level – At the local level, management functions will be based at the Emergency Operations Center (EOC.) Marina's EOC shall be activated when the scope of the emergency requires extensive resources from outside of the City of Marina, or whenever the emergency will potentially extend beyond 12 hours (one operational period.)

Operational Area Level – This level is activated by the Monterey County Office of Emergency Services. All RIMS requests for assistance to Marina shall be directed to the Monterey County Operational Area EOC.

Region Level – The City of Marina falls within the boundaries of the Coastal Region of the State Office of Emergency Services. The Monterey County Operational Area EOC will make requests using RIMS for assistance from this level.

State Level – Managed by the State Office of Emergency Services in Sacramento. The Monterey County Operational Area EOC will make RIMS requests for assistance from this level. Direct RIMS requests to the State EOC shall not be made from the City of Marina's EOC.

Command/Management:

Within the EOC, the City Manager, or his/her designee, is responsible for establishing policy. All four general staff functions (Operations, Planning/Intelligence, Logistics, and Finance/Administration) report to the City Manager for direction. The City Manager also approves the Incident Action Plan (IAP) that identifies event objectives.

The Incident Commanders are responsible for managing the situation at their individual incident locations.

Operations

Meets objectives listed in the Incident Action Plan by coordinating all response related activities during a given operational period.

Planning/Intelligence

Collects, evaluates, and disseminates information needed to create the next incident action plan and keeps it current. This function must anticipate changes and needs that will affect the upcoming operational period, so that any changes or needs are reflected in the incident action plan.

Logistics

Provides or arranges to provide all facilities, equipment, materials, and services needed to support the event. This includes personnel required to operate these services.

Finance/Administration

Documents all records related to response and recovery, provides funding for response and logistical resources, tracks all event/incident related costs, and administers all claims associated with the event/incident.

EOC Activation Guidelines:

The City of Marina's Emergency Operation Center will be activated after all disasters. Immediately following an emergency, each department should refer to their EMERGENCY OPERATIONS CHECKLIST for initial guidance. Each arriving EOC staff member will retrieve his or her designated operations box and set up in the EOC according to the layout provided on top of their box.

In the event of an earthquake, the building official, or his/her designee, shall first inspect the EOC to determine if the structure is safe for habitation. If it is deemed safe, EOC set-up will commence. If the structure is deemed unsafe, the operations boxes and all supplies shall be transported to the alternate EOC (Marina Public Safety Building) and that facility shall be inspected for safety prior to set-up.

Representatives assigned to the EOC shall check in and check out. EOC security is important both to avoid interference with operations and because confidential information may be in view. Once set-up, the EOC shall be secured to prevent unauthorized entry. A police officer shall be posted at the EOC entrance to restrict access to authorized individuals. Unless otherwise directed by the City manager or his/her designee, all city officials and employees are authorized entrance. The EOC Duty Officer will serve as a Liaison and issue other authorized persons a pass when they report to the EOC.

A media and information room will be established in the location shown on the diagram.

To avoid interference with EOC operations, this is the only area where the media is permitted free access. An information officer or assistant should be posted at this location.

Confidential information shall not be released to the media or public. Examples of prohibited information from release includes contact information for public officials and employees and hazard/vulnerability intelligence, such as critical utility routes, which could prove useful for those involved in criminal or terrorist activity.

Information entering the EOC is to be channeled through the EOC message center. The message center will ensure that all messages are directed to the proper recipient. The message coordinator is responsible for maintaining EOC duty officer upon assignment or departure duplicate message and recording the disposition of each message. The EOC will be deactivated at the direction of the City Manager or his designee. A debriefing will be held prior to deactivation of the EOC, at which time all forms, records, and reports shall be collected for purposes of analysis, cost recovery, and historical

documentation. The Finance Department maintains responsibility for keeping all of this documentation information.

Department Specific Operations Responsibilities:

In dealing with the after effects of an emergency, these tables are intended to serve as a guide for the specific responsibilities of each department

PRIMARY OPERATIONS RESPONSIBILITIES

City Manager:	Policy direction and management of emergency operations.
Community Development:	Situation analysis, building inspection, city liaison and recovery planning.
Finance:	Supply and procurement, cost analysis and accounting.
Fire Operations:	Fire suppression, medical & rescue, hazardous materials mitigation.
Personnel Officer:	Personnel services and volunteer disaster worker mobilization.
Police Operations:	Law enforcement, traffic control, public warning, public evacuation, and animal control
Public Works Operations:	, flood control, providing heavy equipment (rescue assistance), fuel distribution, and equipment repair. Facility restoration & maintenance.
Recreation:	Mass care (in conjunction with FEMA, Red Cross, & Salvation Army and public information.

SECONDARY OPERATIONS RESPONSIBILITIES

City Manager:	Same as primary responsibilities.
Community Development:	Public information,
Finance:	Mass care (in conjunction with the FEMA, Red Cross and Salvation Army.
Fire:	Flood control, water distribution, public warning.
Personnel Officer:	None.
Police:	Coroner operations.
Public Works:	Hazardous materials mitigation to assist Fire Dept operations
	.

Appendix D. Marina Continuity of Government Plan

Succession

There must be continuity of leadership in any disaster. If personnel have been injured or unable to report to the emergency operations center, or if the transportation system has been disrupted because of damage to roads, bridges, or overpasses, there must be designated successors for each official position. Marina Municipal Code Chapter 2.20 discusses succession in section 2.20.060B. The City Manager shall designate the order of succession for his position as Director of the Emergency Operations Center. The City Council must approve this order of succession.

Delegation of Emergency Authority

Chapter 2.20.060 specifies the powers and duties of the director and assistant director of emergency services.

A. The director is empowered to:

1. 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 proclamation if the city council is not in session. Whenever a local emergency is proclaimed by the director, the city council shall take action to ratify the proclamation within seven days thereafter or the proclamation shall be of no further force or effect;
2. Request the Governor to proclaim a state of emergency when, in the opinion of the director, the locally available resources are inadequate to cope with the emergency;
3. Control and direct the effort of the emergency organization of the city for the accomplishment of the purposes of this chapter;
4. Direct cooperation between and coordination of services and staff of the emergency organization of the city, and resolve questions of authority and responsibility that may arise between them;
5. Represent the city in all dealings with public or private agencies on matters pertaining to emergencies as defined in this chapter;
6. In the event of the proclamation of a local emergency as provided in this section, the proclamation of a state of emergency by the Governor or the director of the State Office of Emergency Services, or the existence of a state of war emergency, the director is empowered:
 - a. To make and issue rules and regulations on matters reasonably related to the protection of life and property as affected by such emergency; provided, however, such rules and regulations must be confirmed at the earliest practicable time by the city council,
 - b. To obtain vital supplies, equipment, and such other properties found lacking and needed for the protection of life and property and to bind the city for the fair value thereof and, if required immediately, to commandeer the same for public use,

c. To require emergency services of any city officer or employee and, in the event of the proclamation of a state of emergency in the county in which the city is located or the existence of a state of war emergency, to command the aid of as many citizens of this community as he deems necessary in the execution of his duties; such persons shall be entitled to all privileges, benefits, and immunities as are provided by state law for registered disaster service workers,

d. To requisition necessary personnel or material of any city department or agency, and

e. To execute all of his ordinary power as city manager, all of the special powers conferred upon him by this chapter or by resolution or emergency plan pursuant to this chapter adopted by the city council, all powers conferred upon him by any statute, by any agreement approved by the city council, and by any other lawful authority.

- B. The director of emergency services shall designate the order of succession to that office, to take effect in the event the director is unavailable to attend meetings and otherwise perform his duties during an emergency. Such order of succession shall be approved by the City Council.
- C. The assistant director shall, under the supervision of the director and with the assistance of emergency service chiefs, 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 developed to facilitate the ability of Marina personnel to respond quickly to any disaster. Checklists and standard operating procedures have been prepared which identify disaster assignments, responsibilities, and disaster duty locations. Procedures have been promulgated for alerting, notifying and recalling key members of the Marina emergency organization

Primary Emergency Operations Center

The primary emergency operations center for the City of Marina is in the CSUMB EOC. Marina can also communicate directly with the other cities of the county, such as Monterey, Sand City, Seaside, etc. When the State Office of Emergency Services activates California's Web EOC for computer reporting, it may be possible in the future to have a virtual EOC operation in Marina. The City Manager could use the computer in his office to submit required reports, request resources from the Operational area, prepare after-action reports, etc, and be continually up-to-date on all available information. Similarly, the Community Development director could manage the virtual EOC's planning section from his or her office. The Police/Fire Center EOC facilities can be used for briefings of city council members and regular conferences of the EOC section chiefs with the EOC Director

.Alternate Emergency Operations Center

A catastrophic earthquake might damage the Regional EOC. The Marina Police/Fire Center building is the alternate EOC. Temporary use of lap-top computers would be possible. If Web EOC is operational, coordination of information and resources in the alternate EOC could still be carried out.

Vital Records

Special efforts will be necessary to protect vital records such as Police Department records, Community Development and Redevelopment records, City Council minutes and ordinances, personnel files, etc so that the City of Marina can continue to function during and after disasters. Procedures should be developed to permit the selection, preservation and availability of records essential for continuing functioning under disaster conditions.

Protection of Resources, Facilities, and Personnel

Measures should be taken to disperse resources and personnel to provide redundancy to assist in the City's functioning during disasters. Resources and personnel must be protected and trained in protective measures so that operations can continue during and after a disaster.

Use of the National Incident Management System (NIMS)

The National Incident Management System will be used to identify the management functions assigned to various positions. In minor emergencies, many of the management functions might be handled by one or two persons. Procedures should be developed for the following:

- 1) Control of access to the area affected by the disaster
- 2) Identification of personnel engaged in activities at the incident
- 3) Accounting for personnel engaged in incident activities
- 4) Accounting for persons affected, displaced, or injured by the disaster
- 5) Mobilization and demobilization of resources
- 6) Provision of temporary, short-term, or long-term housing, feeding, and care of populations displaced by a disaster
- 7) Recovery, identification, and safeguarding of human remains. The National Foundation for Mortuary Care has recommended practices for mass casualty events
- 8) Provision for the mental health and physical well-being of individuals affected by the disaster Provision for managing critical incident stress for responders

Facilities

The City of Marina facilities are capable of accommodating the essential workers to continue to provide essential services. There will be adequate temporary workspace, communications, and computers. Basic human needs of eating, sleeping, and showering will facilitate gathering essential information necessary to provide direction, control and warning for response and recovery actions.

Appendix E. Marina Recovery Plan

Concept of Operations

The City of Marina will be involved in recovery operations. In the aftermath of a disaster, many citizens will have specific needs that must be met before they can pick up the thread of their pre-disaster lives. Typically, there will be a need for such services as these:

- ❑ Assessment of the extent and severity of damages to homes and other property;
- ❑ Restoration of utilities of electricity, gas, water, sewer systems, storm drains, etc;
- ❑ Repair of damaged homes and property;
- ❑ Recovery of records
- ❑ Professional counseling when the sudden changes resulting from the emergency have resulted in mental anguish and inability to cope. The City of Marina will help individuals and families recover by ensuring that these services are available and by seeking additional resources if the community needs them.

Recovery occurs in two phases: short-term and long-term. Short-term recovery operations will begin during the response phase of the emergency. The major objectives of short-term recovery operations include rapid debris removal and clean-up, and orderly and coordinated restoration of essential services (electricity, water, and sanitary systems). Short-term recovery operations will include all the agencies participating in the City of Marina's disaster response.

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

Prior to a disaster, there should be at least a rudimentary plan for the order of recovery. When multiple department 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.

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's 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.

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 and Books

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.

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 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.

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.

Short-Term Recovery

The goal of short-term recovery is to restore local government services to at least minimal capacity. Short-term recovery includes:

- ❑ Utility restoration;
- ❑ Expanded social;
- ❑ Medical and mental health services;
- ❑ Reestablishment of City of Marina government operations;
- ❑ Transportation route restoration;
- ❑ Debris removal and clean-up operations;
- ❑ Demolition of hazardous structures.

The City of Marina will coordinate with private utility companies on all efforts to restore utility systems and services during recovery operations.

For federally declared disasters, tele-registration centers may be established by the Federal Emergency Management Agency (FEMA) to assist disaster victims and businesses in applying for individual assistance grants and Small Business Administration loans.

The American Red Cross will provide sheltering for disaster victims until housing can be arranged.

The City of Marina will ensure that debris removal and clean-up operations are expedited during short-term recovery operations.

Long-Term Recovery

The goal of long-term recovery is to restore facilities to pre-disaster condition. Long-term recovery includes hazard mitigation activities, restoration and reconstruction of public facilities, and disaster response cost recovery.

The major objectives of long-term recovery operations include:

- ❑ Coordinated delivery of long-term social and health services;
- ❑ Improved land use planning;
- ❑ Re-establishing the local economy to pre-disaster levels;
- ❑ Recovery of disaster response costs; and
- ❑ The effective integration of mitigation strategies into recovery planning and operations.

The City of Marina will handle long-term recovery activities in coordination with the Monterey County Operational Area.

The City of Marina will be responsible for its own approaches to mitigation which could include zoning variances, building code changes, plan reviews, seismic safety elements, and other land use planning techniques. With public safety a primary concern, rapid recovery may require adjustments to policies and procedures to streamline the recovery process.

Hazard mitigation actions will need to be coordinated and employed in all activities by the City of Marina in order to ensure a maximum reduction of vulnerability to future disasters. The City will strive to restore essential facilities to their pre-disaster condition by retrofitting, repairing or reconstructing them during long-term recovery operations.

Recovery programs will also be sought for individual citizens and private businesses. The City of Marina's redevelopment agency will play a vital role in rebuilding commercial areas of Marina.

Recovery Operations Organization

For the City of Marina recovery operations will be managed and directed by the City Manager. Recovery issues involving other jurisdictions will be coordinated and managed between the City Manager and their designated representatives. On a regularly scheduled basis, the City Manager will convene meetings with department managers, key individuals, and representatives from affected jurisdictions. These meetings will be held to collectively make policy decisions and to gather and disseminate information regarding completed and ongoing recovery operations. Marina

departments will also be represented and responsible for certain functions throughout the recovery process.

Recovery Operations Responsibilities

The City of Marina has specific responsibilities in recovering from a disaster. The functional responsibility chart, listed below, depicts the functional responsibilities assigned to each of the departments.

Functional Responsibilities Chart

<u>Function</u>	<u>Departments/Agencies</u>
Political process management; interdepartmental coordination; policy development; decision making; and public information.	City Manager
Land use and zoning variance; permits and controls for new development; revision of building regulations and codes; code enforcement; plan review; and building and safety inspections.	City Planning Dept
Debris removal; demolition; construction; management of and liaison with construction contractors; restoration of utility services.	Public Works Dept.
Public finance; budgeting; contracting; accounting and claims processing; taxation; insurance settlements.	City Finance Dept.
Redevelopment of existing areas; planning of new redevelopment projects; and financing new projects.	City Redevelopment Agency
Applications for disaster financial assistance; liaison with assistance providers; onsite recovery support; disaster financial assistance.	FEMA
Advise on emergency authorities, actions, and associated liabilities; preparation of legal opinions; preparation of new ordinances and resolutions.	City Attorney
Government operations and communications; space acquisition; supplies and equipment; vehicles; personnel; and related support.	City Manager's office

Damage Assessment

Under the Marina Emergency Operations Plan, an Initial Damage Estimate is developed during the emergency response phase to support a request for gubernatorial proclamation and for the State to request a presidential declaration. This is followed by a detailed assessment of damage during the recovery phase by the City of Marina. This detailed assessment provides the basis for determining the type and amount of state and/or federal financial assistance available for recovery.

In coordination with Monterey County Operational Area, the Marina Public Works Department will complete the detailed damage/safety assessment.

Documentation

Documentation is the key to recovering emergency response and recovery costs. Damage assessment documentation will be critical in establishing the basis for eligibility of disaster assistance programs.

Under the States Natural Disaster Assistance Act (NDAA), documentation is required for damage sustained to public buildings, levees, flood control works, irrigation works, county roads, city streets, bridges, and other public works.

Under federal disaster assistance programs, documentation must be obtained regarding damage sustained to:

- ❑ Roads;
- ❑ Water control facilities;
- ❑ Public buildings and related equipment;
- ❑ Public utilities;
- ❑ Facilities under construction;
- ❑ Recreational and park facilities;
- ❑ Educational institutions; and
- ❑ Certain private non-profit facilities.

Debris removal and emergency response costs incurred by the affected entities should also be documented for assistance purposes under the federal programs. It will be the responsibility of the City of Marina to collect documentation of these damages.

The documented information should include the location and extent of damage, and estimates of costs for debris removal, emergency work, and repairing or replacing damaged facilities to pre-disaster condition.

The cost of compliance with building codes for new construction, repair, and restoration will also be documented. The cost of improving facilities may be included under federal mitigation programs.

Documentation is key to recovering expenditures related to emergency response and recovery operations. For the City of Marina, documentation must begin at the field response level and continue throughout the operation of the Marina Emergency Operations Center.

After-Action Reporting

The National Incident Management System (NIMS) regulations require any city and county declaring a local emergency for which the governor proclaims a state of emergency to complete and transmit an after-action report to California Office of Emergency Services within (90) days of the close of the incident period.

The after-action report will provide, at a minimum, response actions taken, application of NIMS, suggested modifications to NIMS, necessary modifications to plans and procedures, identified training needs, and recovery activities to date. The after-action report will serve as a source for documenting the City of Marina's emergency response activities, identifying areas of concern and successes. It will also be utilized to develop and describe a work plan for implementing improvements. The after-action report will be a composite document for all NIMS levels, providing a broad perspective of the incident, referencing more detailed documents, and addressing all areas specified in regulations. It will include an overview of the incident, including enclosures, and addressing specific areas if necessary.

It will be coordinated with studies of possible hazard mitigation. Hazard mitigation efforts may be included in the "recovery actions to date" portion of the after-action report.

The Marina Office of Emergency Services will be responsible for the completion and distribution of the Marina after-action report, including sending it to the Governor's Office of Emergency Services within the required 90-day period. Marina should coordinate with the Monterey County Operational Area in the completion of the after-action report, incorporating information from the County for the report, as appropriate.

For the City of Marina, the after-action report's primary local audience will be Marina management and employees. As public documents, they will be available for reading at Marina's public library.

Data for the after-action report will be collected from questionnaires, other documents developed during the disaster response, and interviews of emergency responders.

Disaster Assistance Programs

When requesting disaster assistance, some key areas of concern must be addressed. These areas include the needs of distinct groups, disaster assistance available at each level of declaration, and the level of detail required on each request for disaster assistance.

The disaster assistance programs have been developed for the needs of four distinct groups:

- ❑ Individuals;
- ❑ Businesses;
- ❑ Governments;
- ❑ Non-profit organizations.

Individuals may receive loans or grants for such things as real and personal property, dental, funeral, medical, transportation, unemployment, sheltering, and rental assistance, depending on the extent of damage.

Loans for many types of businesses are often made available through the United States Small Business Administration, assisting with physical and economic losses as a result of a disaster or an emergency.

Funds and grants are available to government and non-profit organizations to mitigate the risk of future damage.

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 Marina 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 Marina 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; and
- ❑ Department of Veteran's Affairs (CALVET).

Under a Presidential Declaration, City of Marina, 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

Public Assistance Program Responsibilities

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

Specifically, the Marina Office of Emergency Services (OES) will complete the necessary public assistance program application and supporting materials. Additionally, Marina OES will be the primary contact for state and federal field representatives.

Individual Assistance Program Responsibilities

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

The City of Marina will assist the individuals in any way 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 Marina'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; and
- ❑ Cora Brown Fund Assistance.

Hazard Mitigation Grant Program Responsibilities

Within declared jurisdictional areas, the Marina Office of Emergency Services 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.

August 30, 2018

Item No. **11b**

Honorable Mayor and Members
of the Marina City Council

City Council Meeting
of September 5, 2018

**CITY CONSIDER ADOPTING RESOLUTION 2018-, ADOPTING THE
MARINA EMERGENCY OPERATIONS PLAN AND ADOPTING THE
NATIONAL INCIDENT MANAGEMENT SYSTEM**

RECOMMENDATION:

It is recommended that the City Council:

1. Consider adopting Resolution No. 2018-, adopting this revised Marina emergency operations plan and adopt the National Incident Management System.

BACKGROUND:

The protection of life and property before, during and after a disaster is an inherent responsibility of the local, state and federal governments. Therefore, a comprehensive plan has been prepared to ensure the most effective and economical use of all resources (material and personnel) for the maximum benefit and protection of the City's residents and visitors in a time of emergency.

Mitigation and preparedness are peacetime phases of emergency services. Mitigation is taking actions to strengthen facilities, abatement of nearby hazards, and reducing the potential damage either to structures or their contents. The preparedness phase involves activities taken in advance of an emergency. Personnel identified in this plan will be trained to become acquainted to its activation and execution. The response and recovery phase of this plan have an emphasis on saving lives, controlling the situation, and minimizing the effects of the disaster. Recovery is taking all actions necessary to restore the area to pre-event conditions or better, if possible.

The Emergency Operations Plan (EOP) incorporates all the facilities and personnel of the City into an efficient organization capable of reacting swiftly and adequately in the face of any disaster whether it is a local emergency or to assist other jurisdictions should they suffer an emergency.

ANALYSIS

The basic tenets of emergency preparedness are self-help and mutual aid. The policies, principles, concepts and procedures contained in this plan are designed to provide the basis for the City's emergency organization and emergency operations.

The City of Marina maintains a professional police force, fire department, public works and community development department that on a daily basis is capable of responding to and mitigating a wide range of emergency calls throughout the city. However, in the event of a large-scale disaster or a major catastrophe, the City's first responders will become overwhelmed within minutes. When such an event takes place, the City of Marina will need to activate our Emergency Response Plan (EOP), staff the Regional Emergency Operations Center, and coordinate with the Monterey County's Office of Emergency Services to obtain resources necessary to mitigate the emergency.

The EOP, Emergency Operation Center, and the Incident Command System training fulfill the requirements set by the Federal Emergency Management Agency, provides access to reimbursements from the Federal Disaster Relief Fund, establishes compliance with the California Emergency Services Act, and provides a "best practice" scenario which is essential to a focused, complete and effective response for the City of Marina.

The Federal Emergency Management Agency adopted the National Incident Management System (NIMS) as a standard to manage Emergency Operations Centers, establish uniform reporting forms, and to promote the use of common terminology. This is known as the Incident Command System or (ICS). The required training in this system consists of four courses: IS-00100, IS-00200, IS-00700 and IS-00800. These four courses are essential and provide a solid foundation for those in the Emergency Operations Center. The Federal Emergency Management Agency continues to require all local, state, and federal employees, including the private sector and non-governmental personnel that have a direct role in emergency management and response, to be trained in NIMS which includes the Incident Command System. This includes all emergency services related disciplines such as emergency medical services, hospitals, public health, fire service, law enforcement, public works/utilities, skilled support personnel, and other emergency management response, support, and volunteer personnel.

The Federal NIMS Integration Center strongly recommends training for all elected officials who, in addition to City staff, will be interacting with multiple jurisdictions and agencies during an emergency incident. In addition, it is critical that the Mayor and City Council be cognizant of their policy and guidance responsibilities in a disaster situation. There may well be a necessity to enact emergency ordinances and procedures in the disaster response and recovery phases that fall outside customary municipal practices. These could include addressing issues like the immediate need to acquire emergency supplies and equipment, suspension of typical bidding and purchasing conventions, or adoption of a curfew enforcement ordinance.

The responsibilities of each department are identified in matrices, which are based on each identified hazard threat. The EOP addresses how the City will respond to extraordinary events or disasters, from the preparedness phase through recovery. The EOP also addresses the City's planned response to emergency situations associated with all hazards, including natural and man-made disasters, technological incidents, and national security emergencies. The objective of the Plan is to incorporate and coordinate all the facilities and personnel of the City into an efficient organization capable of responding to an emergency. This plan establishes the organizational framework used in disaster response, assigns tasks, specifies policies and general procedures, and provides for the coordination of City response by utilizing the National Incident Management Systems (NIMS). The Plan is composed of methods of activating, managing, coordinating, and deploying the emergency organization and requesting mutual aid. The Plan also ensures the City's emergency management goals are met.

The City's emergency management goals are as follows:

- Provide effective life and safety measures, reduce property loss, and protect the environment
- Provide the basis for the direction and control of emergency operations
- Plan for the continuation of government in the aftermath of a disaster
- Provide for the rapid resumption of impacted businesses and community services
- Provide accurate documentation and records required for cost recovery
- Provide for the protection, use, and distribution of resources, and coordinate operations with the emergency service organizations of other jurisdictions.

The Plan is also designed to be compliant with the State Emergency Management System and the National Incident Management System. These systems are used when a multi-department or multi-jurisdictional response is needed. Both ensure that in an emergency, response is standardized using the same terminology and organization.

The State Emergency Management System is the statewide framework for responding to and managing multi-agency and multi-jurisdictional emergencies in California. The State Emergency Management System consists of five organizational levels which are activated as necessary: field response, local government, operational area, regional, and state. The City must use the State Emergency Management System to be eligible for funding of its personnel-related costs under state disaster assistance programs.

The National Incident Management System is the national framework for responding to and managing disasters. It integrates the best management practices into a consistent, nationwide approach to domestic incident management that is applicable to all jurisdictional levels and across functional disciplines in an all-hazards context. Federal preparedness assistance is conditional on full compliance with the system.

Fiscal Impact:

Approving the Plan causes no fiscal impact at this time. However, if the City were to be noncompliant with NIMS and without a EOP, the City could lose thousands if not millions of dollars in state and federal reimbursements.

CONCLUSION:

This request is submitted for City Council consideration and possible action.

Respectfully submitted,

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REVIEWED/CONCUR:

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