

Section 2: Planning Process

This section provides an overview of the planning processes used to develop and update the Plan, including how it was prepared and who was involved. It also describes how the public was involved, and summarizes the review and incorporation of existing plans, studies, reports, and technical information. It consists of the following two subsections:

- 2.1 Overview of Initial Plan Development (2006-2007)
- 2.2 Summary of Plan Update Process (2013-2014)

2.1 Overview of Initial Plan Development (2006-2007)

The Monterey County Office of Emergency Services (OES) hired URS to assist with the initial development of this MJHMP in 2006. The first step in the planning process was to establish a Planning Team, which consisted of the County, the incorporated communities, and other interested local agencies. Kyle Oden of the Monterey County OES served as the primary point of contact for the County, the participating communities, and the public.

Once the Planning Team was formed, the following six-step planning process took place during the 10-month period from May 2006 to February 2007:

- **Organize resources:** The Planning Team identified resources, including County staff, agencies, and local community members, which could provide the technical expertise and historical information needed to develop the MJHMP.
- **Profile Hazards:** The Planning Team identified the hazards specific to Monterey County, and URS developed a hazard analysis for the nine identified hazards.
- **Assess Risks:** URS developed a vulnerability analysis for the County and each of the participating communities. The County and participating communities reviewed the vulnerability analysis results before and during the development of the mitigation strategy.
- **Assess capabilities:** Each member of the Planning Team reviewed the current administrative and technical, legal and regulatory, and fiscal capabilities to determine whether existing provisions and requirements adequately address relevant hazards in his/her respective community.
- **Develop a mitigation strategy:** The Planning Team developed a comprehensive range of potential mitigation goals and actions. Subsequently, each member of the Planning Team identified, evaluated, and prioritized the actions to be implemented in his/her respective community.
- **Monitor progress:** The Planning Team developed an implementation process to ensure the success of an ongoing program to minimize hazard impacts to Monterey County.

Formation of the Planning Team

The initial plan development process began in May 2006. Kyle Oden formed the advisory body, known as the Planning Team, using staff from relevant County agencies and each participating jurisdiction. The Planning Team members are listed in **Table 2-1**. The Planning Team meetings are described below.

**Table 2-1
Monterey County MJHMP Planning Team Members (2006-2007)**

Name	Jurisdiction	Agency/Department
Kyle Oden	County of Monterey	Office of Emergency Services
Rob Johnson	County of Monterey	Water Resources Agency
Jim McNulty	County of Monterey	Public Works Department
Bruce Meyer	City of Carmel-by-the-Sea	Fire Department
Ron Langford	City of Del Rey Oaks	Police Department
Harold Wolgamott	City of Gonzales	Fire Department
John Alves	City of Greenfield	Public Works/Deputy City Mgr.
Michael Powers	City of King City	City Manager
Harald Kelley	City Marina	Fire Department
Sam Mazza	City of Monterey	Fire Department
David Brown	City of Pacific Grove	Fire Department
Phil Vanderhorst	City of Salinas	Fire Department
Michael Klein	City of Sand City	Police Department
Steve Negro	City of Soledad	Fire Department

Planning Team Meetings

May 10, 2006

During the kickoff meeting, URS discussed the objectives of DMA 2000, the hazard mitigation planning process, the public outreach process, and the steps involved in developing the MJHMP and achieving the goals of the County and the participating communities. The presentation included a review of GIS technology as a tool for identifying and mapping known hazards in Monterey County. Also discussed was the need for the Planning Team to network with other people in Monterey County, other agencies, and other professionals who might have specialized knowledge about the hazards that can affect Monterey County.

A hazard risk identification exercise was conducted to familiarize the Planning Team with the approach and concepts that would be used in the risk identification phase of the MJHMP development. The exercise identified the specific hazards that the Planning Team wanted to address in the MJHMP. Among the 21 potential hazards initially discussed (as shown in Section 5.2), nine hazards were determined to pose the greatest potential risk to Monterey County: coastal erosion, dam failure, earthquake, flood (including coastal storm), hazardous materials event, landslide, tsunami, wildland fire, and windstorm.

September 21, 2006

During the second meeting, URS presented the Planning Team with the draft hazard analysis and hazard maps. Also, each Planning Team member reviewed the asset information (critical facilities and infrastructure, population, and residential and nonresidential structures) that had been collected for his/her respective community.

December 7, 2006

During the third Planning Team meeting, each member reviewed the vulnerability analysis, including community-specific vulnerability analyses information. Next, the Planning Team reviewed and revised the mitigation goals and potential action items. After the Planning Team members reviewed the simplified Social, Technical, Administrative, Political, Legal, Economic, and Environmental (STAPLEE) evaluation criteria, the team members identified and prioritized the

mitigation action items to be included in the Countywide Mitigation Action Plan. Each member of the Planning Team took mitigation strategy handouts back to his/her community to review and develop a prioritized list of mitigation actions to be included in his/her community-specific Mitigation Action Plan.

Incorporation of Existing Plans and Other Relevant Information

During the planning process, URS reviewed and incorporated information from existing plans, studies, reports, and technical reports into the MJHMP. A synopsis of the sources follows.

- *Monterey County General Plan, Draft October 2006:* The Land Use Element provides information on existing land use and future development trends. The Safety Element provides information for the initial hazard identification process and development of the mitigation strategy.
- *County of Monterey Municipal Codes:* These codes regulate development and land use; they were used to develop the capability assessment and the mitigation strategy.
- *California Coastal Commission's California Coastal Bluffs:* This study helps characterize the geotechnical and coastal processes that influence bluff erosion.
- *Monterey County Flood Management Plan:* This plan identifies Special Flood Hazard Areas as well as areas subject to flooding but not identified within the 100-year flood zone.
- *State of California Multi-Hazard Mitigation Plan:* This plan, prepared by the California Governor's Office of Emergency Services, was consulted to ensure that the MJHMP is consistent with the State hazard mitigation plan.

The following FEMA guides were also consulted for general information on the MJHMP process:

- *How-To Guide #1: Getting Started: Building Support for Mitigation Planning* (FEMA 2002c)
- *How-To Guide #2: Understanding Your Risks – Identifying Hazards and Estimating Loss Potential* (FEMA 2001)
- *How-To Guide #3: Developing the Mitigation Plan: Identifying Mitigation Actions and Implementing Strategies* (FEMA 2003a)
- *How-To Guide #4: Bringing the Plan to Life: Implementing the Hazard Mitigation Plan* (FEMA 2003b)
- A complete list of the sources consulted is provided in Section 9: *References*.

Public Involvement

Press Release Inviting Participation

In early July 2006, shortly after the first Planning Team meeting, the County issued a press release regarding the preparation of the MJHMP. The press release was sent out in a mass email inviting local, state, and federal districts and agencies to participate in the planning process. The press release was emailed to over two dozen entities, including the North County Fire Protection District, Carmel Valley Fire District, Big Sur Volunteer Fire Brigade, Mid Coast Fire Brigade, Cachagua Fire Protection District, Salinas Rural Fire District, San Ardo Volunteer Fire District, Spreckels Volunteer Fire Company, California Department of Forestry Monterey office, Marina Coast Water District, Moss Landing Harbor District, Monterey Airport Fire District, Monterey Red Cross, Carmel Red Cross, Carmel Area Waste Water District, Monterey Regional Water Pollution Control Agency, Monterey Peninsula Water Management District, Pajaro/Sunny Mesa Community Services District,

Pebble Beach Community Services District, San Lucas Water District, Santa Cruz County Office of Emergency Services, and San Benito County Office of Emergency Services.

Downloadable Information on County OES Website

In January, the County OES placed nine hazard area maps created for the MJHMP on its website. Website users were able to download maps and provide feedback via email or phone.

Public Comment Draft Period

The County OES posted the Public Comment Draft MJHMP on its website from April 15–July 15, 2007. During this two-month period, website users could review the plan and provide feedback via email or phone.

2.2 Summary of Plan Update Process (2013-2014)

The Monterey County OES hired AECOM to assist with the update of this MJHMP in 2013, which would include all previous participating jurisdictions, but also be expanded to include the City of Seaside which had previously developed its own single jurisdiction plan. Other stated key objectives of the plan update process included the following:

- Integrating the anticipated effects of climate change and sea level rise into the *Hazard Analysis* and *Vulnerability Analysis* sections of the plan;
- Inclusion of agricultural emergency and drought *Hazard Analysis* and *Vulnerability Analysis* along with recommended mitigation strategies for each;
- Enhancing the *Mitigation Strategy* section of the plan, including the development of more specific, achievable hazard mitigation and climate adaptation actions for each participating jurisdiction that upon implementation can result in a measurable reduction in hazard risk;
- Improving the current *Plan Maintenance* section of the plan to establish a sustained, long-term process of increasing the resilience of all communities in Monterey County;
- Conducting widespread public outreach and stakeholder involvement during the plan update process in a way that supports successful implementation, integration, and maintenance of the plan for all participating jurisdictions; and
- Through the assistance of the National Oceanic and Atmospheric Administration (NOAA), leverage the data, tools, and resources available through the Digital Coast.

Sherrie Collins, Emergency Services Manager for Monterey County OES, served as the primary point of contact for the plan update process. This process included the following key tasks, which took place from August 2013 through September 2014:

- **Planning Process:** Included the re-establishment and expansion of the Planning Team for a series of countywide, multi-jurisdictional meetings to review and discuss proposed plan revisions and updates, in addition to a series of individual jurisdiction meetings for each participating jurisdiction. This task also included the development and implementation of a Public Outreach Plan to generate public interest, solicit citizen input, and engage additional partners in the plan update process (Appendix D).
- **Hazard Analysis and Risk Assessment:** Included the collection and analysis of new critical data or information that became available since 2007 to support general updates to existing hazard and vulnerability analyses. This included an updated evaluation and screening of all

potential hazards in Monterey County, along with the profiling, mapping, and assessment of newly identified hazards such as sea level rise, drought, and agricultural emergencies. This task also included the incorporation of a new summary assessment of the potential or anticipated long-term effects of climate change on the frequency, intensity, duration, and impact of each identified hazard.

- **Capability Assessment:** Included a comprehensive review and update to existing capability assessments for each participating jurisdiction with current information. This included the completion of safe growth surveys with the local planning and community development staff of each participating jurisdiction to help better evaluate the extent to which each is positioned to grow safely relative to identified hazards (focused on local planning, zoning, and development regulations). This task also included the incorporation of new information that describes **each jurisdiction's participation in the** National Flood Insurance Program (NFIP), including but not limited to existing floodplain management activities, mapping updates, higher regulatory standards, and current policy statistics.
- **Mitigation Strategy:** Included the evaluation, revision, and update of the plan's mitigation strategy. This included a review of the existing mitigation goals and mitigation actions following the completion of updates to the hazard and vulnerability analyses and capability assessments, as well as a comprehensive review of new potential mitigation actions and projects. This task concluded with the prioritization of mitigation actions for each jurisdiction, including new actions in combination with those carried over from the initial plan.
- **Plan Maintenance Process:** Included an evaluation and enhancement of the plan's method and schedule for monitoring, evaluating, and updating the plan based on FEMA best practices and feedback from the Planning Team. This included updating the process for integrating and implementing the plan through existing planning mechanisms as well as the procedures for continued public involvement.
- **Plan Adoption and Approval:** Included the steps necessary to gain final acceptance of the plan update by the Planning Team, in addition to submitting the final plan update for review and approval by Cal OES and FEMA. This task also included the completion of local adoption procedures as required for each participating jurisdiction.

Formation of Planning Team

An early step in the plan update process was to re-establish the Planning Team, and doing so in a way that would provide opportunities for broader involvement of identified stakeholders. Another key objective was to create an organization that could be sustained beyond the plan update process to facilitate continuous coordination throughout the entire life cycle of the MJHMP. In coordination with FEMA, NOAA, and AECOM, Monterey County developed an initial list of more than 60 people to invite to the plan update kickoff meeting on August 1, 2013. Based on the results of this effort and feedback from attendees who participated at the kickoff meeting, a large Planning Team was established in support of the plan update process. The organizational structure of the Planning Team included three operating committees including a Steering Committee, Technical Advisory Committee, and Stakeholder Committee as illustrated in **Figure 2-1**.

**Figure 2-1
Planning Team Organization**



The specific roles and responsibilities of each Planning Team committee are described below, along with a listing of the Planning Team members assigned to each.

Steering Committee

The Steering Committee includes representatives from each participating jurisdiction, including one official representative referred to as the “**Local Jurisdiction Lead**,” along with other jurisdiction representatives who serve as “**Supporting Members**.” The Steering Committee is tasked with guiding the overall plan update process. Any final decisions or recommendations on the plan update will be made by the Steering Committee based on general consensus. If consensus cannot be reached or is in question, the matter will be put to a vote of Local Jurisdiction Leads (majority rules).

Local Jurisdiction Leads are required to attend all Planning Team meetings, provide guidance and leadership when called upon, and act as a primary point of contact for the jurisdiction they are representing. Each Local Jurisdiction Lead is responsible for coordinating with supporting members and other local staff from their jurisdiction at various points throughout the plan update process. This includes coordinating logistics for individual jurisdiction meetings with AECOM, assisting with data collection and information sharing in support of plan updates, assisting with public outreach and stakeholder engagement efforts, updating and developing community-specific mitigation action plans in coordination with other local staff, reviewing and commenting on draft plan materials, and coordinating local plan adoption procedures.

Supporting Members are required to provide support to Local Jurisdiction Leads as necessary. This includes providing assistance with data collection and information sharing in support of plan

updates, public outreach and stakeholder engagement efforts, updating and developing community-specific mitigation action plans, and reviewing and commenting on draft plan materials. Supporting Members are also encouraged to attend all Planning Team meetings. A Supporting Member may be tasked by a Steering Committee Lead to represent their jurisdiction at Planning Team Meetings in their absence, if necessary.

Jurisdictions that were unable to attend all planning team meetings maintained active involvement throughout the planning process via email, telephone discussions with the overall project lead, face-to-face meetings with the project consultant (AECOM), field tours, and through other planning team representatives to provide necessary data, input, and expertise.

The Steering Committee Local Jurisdiction Leads are listed in **Table 2-2**, and Supporting Members are listed in **Table 2-3**.

**Table 2-2
Monterey County MJHMP Steering Committee – Local Jurisdiction Leads**

Name	Jurisdiction	Title/Department
Sherrie Collins	Monterey County	Emergency Services Manager, Office of Emergency Services
Anna Quenga	Monterey County	Associate Planner, Resource Management Agency / Planning
Mike Calhoun	City of Carmel-by-the-Sea	Public Safety Director
Ron Langford	City of Del Rey Oaks	Chief of Police
Harold Wolgamott	City of Gonzales	Emergency Services Director
Mic Steinman	City of Greenfield	Community Development Director
Michael Powers	City of King City	City Manager
Harald Kelley	City of Marina	Fire Chief
David Potter	City of Monterey	Emergency Services Coordinator
Matt Feske/Ashley Hobson	City of Pacific Grove	Associate Planner
Phil Vanderhorst	City of Salinas	Captain, Fire Department
Vito Graziano	City of Sand City	Police Sergeant
Brian Dempsey	City of Seaside	Chief, Fire Department
John Owens	City of Soledad	Assistant Chief, CalFIRE / Soledad

**Table 2-3
Monterey County MJHMP Steering Committee – Supporting Members
(listed alphabetically by last name)**

Name	Affiliation
Nadia Amador	Monterey County Resource Management Agency / Planning Department (Associate Planner)
Mike Aspland	City of Monterey Police Department
Shawn Atkins	Monterey County Department of Public Works (Maintenance Manager)
Lew Bauman	Monterey County Chief Administrative Officer (CAO)
Janet Bombard	City of Carmel-by-the-Sea Library Director
Heidi Burch	City of Carmel-by-the-Sea Assistant City Administrator
Nick Chiulos	Monterey County Assistant Chief Administrative Officer
Kim Cole	City of Monterey Planning (Managing Principal Planner)
Jim Courtney	City of Monterey Fire Department (Assistant Chief)

Jason Demers	Monterey County Water Resources Agency
John Dunn	City of Seaside City Manager
Arturo Felix	City of Greenfield (Utility System Assistant Superintendent)
Michael Ferry	Monterey County Parks Department (Director)
Matthew Feske	City of Pacific Grove (Associate Planner)
Dave Fortune	City of Seaside Resource Management Services / Public Works (Maintenance & Operations Supervisor)
Rich Foster	City of Greenfield Fire Department (Fire Chief)
Howard Franklin	Monterey County Water Resources Agency (Senior Hydrologist)
Sharon Friedrichsen	City of Carmel-by-the-Sea Director of Public Services
Ursula Glick	City of Monterey GIS Coordinator
Adela Gonzales	City of Soledad (City Manager)
Adela Gonzalez	City of Soledad City Manager
Carl Holm	Monterey County Resource Management Agency, Deputy Director
Bret Johnson	City of Monterey Plans and Public Works (Streets & Utilities Manager)
Robert Johnson	Monterey County Water Resources Agency (Chief of Water Resources Planning)
Joshua Jorn	Monterey County Office of Education (Director of General Services)
J. Michael Klein	City of Sand City Police Department (Chief of Police)
Dale Lipp	City of Greenfield (Public Works Director, City Engineer)
Carlos Lopez	City of Gonzales Public Works Department (Director)
Louis Lumpkin	City of Seaside Police Department (Deputy Chief)
Louie Marcuzzo	City of Monterey Parks and Maintenance Operations
Mike McCarthy	City of Monterey Assistant City Manager
Linell McCray	Monterey County Health Department (Public Health Preparedness Coordinator)
Kelly McMillan	City of Salinas Police Department (Chief)
Paul Miller	City of Gonzales Police Department (Chief)
Robert Mullane	City of Carmel-by-the-Sea Community Planning and Building Director
Jason Muscio	City of Gonzales Fire Department (Acting Chief)
Dave Nava	City of Seaside Fire Department (Captain)
Mike Novo	Monterey County Resource Management Agency / Planning Department (Planning Director)
Tim O'Halloran	City of Seaside Resource Management Services / Public Works (City Engineer)
Jacqueline Onciano	Monterey County Resource Management Agency / Planning Department (Planning Services Manager)
Daniel Ortega	City of Greenfield Police Department (Interim Police Chief)
Gaudenz Panholzer	City of Monterey Fire Department (Chief)
Phil Penko	City of Monterey Police Department (Chief)
Gary Petersen	City of Salinas Department of Public Works (Director)
Jim Pia	City of Salinas (Assistant City Manager)
Jess Pinon	City of Salinas Fire Department (Deputy Chief)
Charles Pooler	City of Sand City Associate Planner
Sidney Reade	Monterey County Office of Emergency Services (Emergency Services Planner)
Tom Reeves	City of Monterey Engineering Office (City Engineer)
Chris Reitenour	City of Seaside Fire Department (Battalion Chief)
Chip Rerig	City of Monterey Plans and Public Works (Chief of Planning, Engineering & Environmental Compliance)
Robert Roach	Monterey County Agricultural Commissioner's Office (Assistant Agricultural Commissioner)

Maureen Roddick	City of Pacific Grove Police Department (Police Services Technician)
Pryor Scott	City of Monterey Harbor and Marina (Marine Operations Supervisor)
Eric Sills	City of Soledad Police Department (Chief)
Brent Slama	City of Soledad Community and Economic Development (Director)
Mike Snowden	City of Greenfield (Public Works Superintendent, Building Inspector)
David Spaur	Monterey County Economic Development Department (Economic Development Director)
Craig Spencer	Monterey County Resource Management Agency / Planning Department
Karen Stahlman	Monterey County Agricultural Commissioner's Office (Chief Deputy)
Susan Stanton	City of Greenfield (City Manager)
Nicholas Steller	Monterey County Health Department / Office of Emergency Services
Alan Stumpf	City of Salinas Community and Economic Development (Assistant Director)
Theresa Szymanis	City of Marina Community Development Department (Planning Services Manager)
Michael Trapani	Monterey County Water Resources Agency (Hydrologist)
Thomas Truskowski	City of Gonzales Community Development Department (Director)
Darryl Tyler	Monterey County GIS Analyst/Coordinator
Hans Uslar	City of Monterey Deputy City Manager / Plans and Public Works
Vanessa Vallarta	City of Salinas Legal Department (City Attorney)
Donald Wilcox	City of Soledad Public Works Department (Director, City Engineer)
Ashlee Wright	City of Carmel-by-the-Sea Local History Librarian
Trini Zavala	City of Gonzales Unified School District (MOT Supervisor)
Mike Zimmer	City of Pacific Grove (Director of Public Works/Community Development, City Manager Pro Tempore)

Technical Advisory Committee

The Technical Advisory Committee includes subject matter experts from academia along with official representatives from regional, state and federal agencies. Technical Advisory Committee members are invited and encouraged to provide input throughout the plan update process, including attendance at all Planning Team meetings and/or through reviewing and providing comments on draft plan materials. The role of the Technical Advisory Committee is to help inform the plan update process on specific areas of study or interest, in addition to providing advice, assistance, technical information or other resources that will benefit the plan update and implementation process. Technical Advisory Committee members are listed in **Table 2-4**.

**Table 2-4
Monterey County MJHMP Technical Advisory Committee**

Name	Affiliation
Adina Abeles	Stanford University, Center for Ocean Solutions
Heather Adamson	Association of Monterey Bay Area Governments
Karen Beppler-Dorn	National Park Service (Superintendent)
Dick Bower	California State University, Monterey Bay
Josh Campbell	CalFIRE
Dan Carl	California Coastal Commission
Duncan Clarke	University of California, Santa Cruz
Ed Curtis	FEMA
Lesley Ewing	California Coastal Commission
Karen Geisler	California Coastal Commission

Rain Greenslate	California Department of Parks and Recreation
Gary Griggs	University of California, Santa Cruz
Karen Grimmer	NOAA / Monterey Bay National Marine Sanctuary (Resource Protection Coordinator)
Tami Grove	California Coastal Commission
Brad Hageman	Monterey Regional Water Pollution Control Agency (Assistant General Manager)
Peter Harris	United States Forest Service (Fire Battalion Chief)
Juliette Hayes	FEMA
Rick Hutchinson	CalFIRE
Logan Johnson	NOAA / National Weather Service
Wynne Kwan	BakerAECOM
Victoria LaMar-Haas	California Office of Emergency Services
Jose Lara	California Office of Emergency Services
Becky Lunde	NOAA / Coastal Services Center (West Coast Regional Coordinator)
Moira McEnespy	California Coastal Conservancy
Sandra McKenzie	California Office of Emergency Services
Cristina Milesi	California State University, Monterey Bay
Kevin Miller	California Office of Emergency Services
Chris Orman	North County Fire Protection District Fire Chief
Lacy Raak	University of California, Santa Cruz
Sheila Sadonova	FEMA
Gwen Shaughnessy	NOAA / Coastal Services Center (Climate Adaptation Specialist)
Becky Smyth	NOAA / Coastal Services Center
Arienne Tucker	California State University, Monterey Bay
Rick Wilson	California Geological Survey

Stakeholder Committee

The Stakeholder Committee includes representatives from a wide cross-section of relevant agencies and organizations from Monterey County and neighboring communities. Stakeholder Committee members are encouraged to provide input throughout the plan update process, including attendance at all Planning Team meetings and/or through reviewing and providing comments on draft plan materials. The role of the Stakeholder Committee is to help inform the plan update process on specific areas of interest, in addition to providing different perspectives from outside the Steering Committee and local governments of participating jurisdictions. Stakeholder Committee members are listed in **Table 2-5**.

**Table 2-5
Monterey County MJHMP Stakeholder Committee**

Name	Affiliation
Ron Alsop	San Luis Obispo County (Emergency Services Manager)
Georgianna Armstrong	Kern County (Emergency Services Manager)
Ken Austin	Fresno County (Emergency Services Manager)
Barbara Buikema	Special Districts Association of Monterey County (Chair)
Jim Clark	San Benito County (Emergency Services Manager)
Eric Daniels	Pacific Gas & Electric
Paul Farmer	Salinas Valley Chamber of Commerce (President)
Norm Groot	Monterey County Farm Bureau (Executive Director)

Virginia Guhin	Elkhorn Slough National Estuarine Research Reserve
Debbie Hale	Transportation Agency for Monterey County (Executive Director)
Jody Hansen	Monterey Peninsula Chamber of Commerce (President)
Sara Hardgrave	Big Sur Land Trust
Grey Hayes	Elkhorn Slough National Estuarine Research Reserve
Paul Horvat	Santa Cruz County (Emergency Services Manager)
Martha Karstens	Big Sur Fire (Chief)
Dennis Long	Monterey Bay & Channel Islands Sanctuary Foundation
Mark Malanka	Monterey Regional Water Pollution Control Agency
Trudy Maletta	Kings County (Emergency Services Manager)
Shawn Marshal	Presidio of Monterey (Chief, Emergency Services)
Dawn Mathes	Pacific Gas & Electric
Linda McIntyre	Moss Landing Harbor District
Christie Moore	Santa Clara County (Interim Emergency Services Manager)
Sarah Newkirk	The Nature Conservancy (Coastal Project Director)
Seth Parker	Monterey County Fire Safe Council
Joe Rawitzer	Monterey-San Benito Range Improvement Association (President)
Linda Ruby	Monterey County Convention and Visitors Bureau (Vice President)
Sierra Ryan	Central Coast Wetlands Group
Janine Scianna	Monterey Bay Aquarium Research Institute (Program Manager)
Abby Taylor-Silva	Grower-Shipper Association of Central California
John Trenner	Monterey Regional Airport (Fire Chief)
Robert Weber	Monterey Salinas Transit (Director of Transportation Services)
Amy White	Land Watch Monterey County (Executive Director)
David Yeager	Naval Postgraduate School (Emergency Services Officer)

Planning Team Meetings

Brief summaries of each planning team meeting are provided below. The agendas are included in Appendix C, and copies of other meeting materials such as sign-in sheets, handouts, and presentation slides are available through Monterey County OES upon request.

August 1, 2013 (Kickoff Meeting)

The initial kickoff meeting for the Planning Team was scheduled as a four-and-a-half hour meeting event, including several invited guest speakers, a formal presentation on the plan update process by AECOM, and the completion of some early consensus building exercises on hazard identification and mitigation priorities. More than 60 people were invited to attend from across Monterey County and beyond, representing a wide variety of organizations and stakeholder interests.

Carl Holm, Deputy Director of the Monterey County Resource Management Agency, and Juliette Hayes, Mitigation Planning Program Lead with FEMA Region 9, helped open the meeting with discussions on the value of hazard mitigation planning. AECOM staff then provided a presentation on the purpose, scope, and schedule for the plan update process, as well as the application of **NOAA's Digital Coast** and the roles and responsibilities of Planning Team members in support of the process.

AECOM provided a brief overview of the current plan, and then facilitated an open discussion with the entire Planning Team, noting any immediate issues, concerns, or particular revisions necessary to reflect changes in hazard risks, community development, progress in local mitigation efforts,

and/or changes in local priorities. The purpose of this discussion also included the identification of any critical new data, information, plans, policies, programs, studies, reports, and/or technical information for review and incorporation into the plan update process, as appropriate.

Adina Abeles, Director of Education and Training for the Center for Ocean Solutions, delivered a keynote **presentation immediately following lunch**. Her presentation, titled **“Climate change, hazard mitigation planning and the public,”** described some of the work the Center for Ocean Solutions has recently been involved in, with particular emphasis on measuring how the public perceives climate change and the importance of preparing for climate change impacts.

Following the keynote presentation, AECOM provided a more detailed overview of the key tasks and main focus areas for the plan update process. This included a description of the protocol for data collection efforts and communication among Planning Team members, and a draft organizational structure for review and comment. It also included a presentation on the draft Public Outreach Plan, which had been shared in advance with all Planning Team members for additional feedback. Much of the subsequent discussion centered on other ideas for public outreach and the identification of additional stakeholders to consider involving or targeting through outreach efforts.

During the meeting, the AECOM team facilitated two interactive exercises to aid in the identification of the hazards of greatest concern, as well as some early priorities for the general types of mitigation activities to be pursued through the plan update process (for exercise results, please refer to the meeting minutes). AECOM sought additional feedback from the Planning Team throughout the meeting **by means of an anonymous “suggestion box”** and the Planning Team Questionnaire, included in the handout packets for all meeting attendees.



Planning Team members participating in the initial hazard identification and screening exercise.

November 20, 2013 (Steering Committee Meeting)

The Steering Committee and some additional invited Planning Team members convened at the Monterey County EOC on Wednesday, November 20th to hear a progress update from AECOM, to review and discuss new information since 2007, and to make some key decisions with regard to hazard identification and screening. The meeting also provided the opportunity for the Steering Committee to provide feedback to Monterey County OES and AECOM at the mid-point of the risk assessment and capability assessment phases of the plan update process.

First, AECOM provided an update on their activities since the initial kickoff meeting. This included the completion of 12 individual jurisdiction meetings, the conclusion of tasks related to data collection and analysis in support of the risk assessment update, the final organizational structure for the Planning Team, and the beginning of public outreach activities, including most notably the launching of the public opinion survey. The presentation then shifted to a thorough review and discussion of updated GIS data layers and other information on hazards to be addressed in the plan, including an overview of hazard events and impacts across Monterey County since 2007. Much of the discussion centered on the hazards of sea level rise, debris flows, agricultural emergencies, and wildland fires, as well as an update to the inventory data available for critical facilities. AECOM then shared information on the projected impacts to Monterey County from climate change according to

Cal-Adapt, California's Adaptation Planning Guide documents, and California's Third Climate Change Assessment.

AECOM's presentation continued with a review of the resources available through NOAA's Digital Coast platform, and their applicability to the plan update. Discussion centered around the Sea Level Rise and Coastal Flooding Impacts data, Coastal Change Analysis Program Regional Land Cover, the Social Vulnerability Index (SOVI), and CanVis.

The meeting concluded with a review and discussion on the draft Priority Risk Index (PRI) prepared by the AECOM team to assist with the prioritization of hazards for mitigation planning upon completion of the risk assessment phase. In general the Steering Committee agreed with the criteria to be used for ranking priorities for each jurisdiction, and recommended that it also be applied to smaller geographies of unincorporated Monterey County since it is such a large planning area.

Prior to adjourning the meeting, AECOM reviewed next steps and encouraged all Steering Committee members to engage and assist the County with upcoming public outreach efforts centered on the launching of the project website and the public opinion survey. It was agreed that announcements and hyperlinks to the survey would be heavily promoted by the municipalities and other supporting partners by using the flyer provided to the Steering Committee in advance of the meeting.

February 6, 2014 (Full Planning Team Meeting)

The entire Planning Team was invited to participate in the third meeting on Thursday, February 6th which focused on the review and discussion of progress made to date on the plan update, with primary attention on the draft results and findings of the updated risk assessment and capability assessment tasks completed by AECOM. The meeting also provided the opportunity to review results from the public opinion survey, and to begin discussing necessary updates to the mitigation strategy section of the plan.

Following the welcome by Monterey County OES and self-introductions by Planning Team members, the AECOM team provided a status update on tasks completed to date in comparison with the overall plan update schedule. The update also described the adopted organizational structure for the Planning Team (including several operating committees, voting procedures, etc.), and provided information on how the results of the data collection and analysis tasks were being used to update various elements of the existing plan.

AECOM then provided a comprehensive review of results for the updated risk assessment and capability assessment for each jurisdiction. For a more detailed description of the information presented, please refer to the summary notes provided in Appendix C along with the lengthy PowerPoint presentation available through Monterey County OES.

Following a review and discussion of the risk and capability assessment updates, AECOM continued with a presentation on the results to date of the Public Opinion Survey. This included sharing high



Planning Team members participating in breakout groups for the Mitigation Strategy Brainstorming Exercise.

level statistical information on responses from 270 survey participants through the use of illustrative charts and graphics. During the presentation, two printed copies of the entire survey summary report (included in Appendix D) were circulated around the room for more detailed review by Planning Team members.

AECOM then proceeded to facilitate an interactive “Mitigation Strategy Brainstorming Exercise” that included dividing the Planning Team up into multiple breakout groups to begin identifying specific mitigation actions that should be taken to make Monterey County safer from the identified and prioritized hazards for each jurisdiction. A more thorough description of this exercise and its outcomes is provided in the summary notes provided in Appendix C.

Prior to adjourning the meeting, AECOM reviewed the next steps for its project team, along with expectations **for each of the Planning Team’s operating committees**. AECOM also described the purpose and objectives for the next Planning Team meeting that will be scheduled to occur in later March of early April 2014.

April 9, 2014 (Steering Committee Meeting)

This meeting of the Steering Committee began with a brief welcome and introduction period hosted by Monterey County OES, and was followed by a general progress update on the project by AECOM. A detailed review and discussion of the Mission Statement and countywide mitigation goals took place and input from the Steering Committee was recorded and incorporated into the draft plan materials. One of the main points of discussion was the difference in local government preparedness versus individual or general public preparedness.

A review and discussion **of the individual jurisdictions’ Mitigation Action Plans** followed. In addition **to this discussion, AECOM offered “open office hours” for four hours the day before this meeting** and also for two hours following this meeting to answer individual questions from the jurisdictions on a one-to-one basis. Further discussion and explanation regarding new mitigation action ideas and other sections of the individual jurisdiction appendices also took place and next steps in the planning process were explained.

June 9, 2014 (Stakeholder Meeting)

In an effort to secure additional input from a larger stakeholder group, a special 2-hour meeting was held at the Monterey County Agriculture Extension Conference Center in Salinas. The meeting began with a brief welcome and introduction hosted by Monterey County OES, and was followed by a general progress update on the project by AECOM. Time was allotted to review and discuss the final draft of the plan update and to solicit input from the attendees. Specific comments and offers to help as/if needed were received from the California Geological Survey, CAL FIRE, MCWRA, NOAA, and others, in addition to representatives from the participating jurisdictions that attended the meeting as well. Time was also allotted to discuss future opportunities for coordination and knowledge sharing throughout the upcoming plan life cycle.

June 9, 2014 (Steering Committee Meeting)

This meeting of the Steering Committee began with a brief welcome and introduction period hosted by Monterey County OES, and was followed by a general progress update on the project by AECOM. Time was allotted to review and discuss the final draft of the plan update and to discuss comments received during the Stakeholder Meeting earlier that day. AECOM also led an exercise to finalize completion and prioritization of the participating jurisdictions’ **Mitigation Action Plans and assisted the jurisdictions with questions they had related to their actions**. A detailed discussion then

followed on finalizing the Plan Maintenance Procedures found in Section 8. The meeting concluded with an overview of next steps in the planning process.

June 10, 2014 (Digital Coast Training)

A 2-hour training was hosted at the City of Monterey Information Resources Training Room by Monterey County OES, NOAA Coastal Services Center, and AECOM. The training was offered to local officials and municipal employees in the planning area and was attended by 10 participants. This tailored training focused on the CanVis visualization program, the Economics: National Ocean Watch (ENOW) Explorer, and the Sea Level Rise and Coastal Impacts Viewer. Participants were also asked for their thoughts and ideas on potential enhancements to the Digital Coast website. (This feedback was captured and returned to NOAA via a full report by AECOM on recommendations to improve Digital Coast.)

August 21, 2014 (Steering Committee Meeting)

A brief meeting of the Steering Committee was held to discuss changes made to the draft plan since the last meeting and to discuss any remaining items that needed to be addressed prior to the submission of the plan to the State of California for review. The agenda also included a discussion of ways to maintain momentum, celebrate success, etc. between the time when the plan is adopted and the beginning of the next plan update, as well as the importance of implementing and maintaining the plan once it is adopted. Open office hours were also offered by AECOM to the individual jurisdictions the day before this meeting for any communities that wished to further discuss their mitigation programs, mitigation actions, or relevant content in the plan. Two jurisdictions took advantage of this additional opportunity (the City of Soledad during the morning and the City of Marina during the afternoon).

Individual Jurisdiction Meetings

As part of the plan update process, AECOM scheduled and facilitated a series of individual meetings with each participating jurisdiction. This included personal site visits and in-person meetings with Local Jurisdiction Leads, supporting members, and other local staff within each community. The purpose of these meetings was to discuss community-specific issues or concerns with regard to unique hazards, asset vulnerabilities, and mitigation capabilities, as well as their particular expectations or objectives in the plan update process.



AECOM used the individual jurisdiction meetings to capture information that became available since 2007, with a focus on identifying any specifically vulnerable populations, buildings, critical facilities, or critical infrastructure to be addressed through future hazard mitigation or climate adaptation actions. Prior to adjourning each individual jurisdiction meeting, AECOM explained and walked through three leave-behind survey instruments for completion by local staff, including the Capability Assessment Survey, Safe Growth Survey, and NFIP Survey.

Table 2-5 lists the dates and locations for each individual jurisdiction meeting. It is worth noting that in addition to meeting with staff from each of the participating jurisdictions, AECOM staff also arranged separate in-person meetings with key stakeholders including the National Weather Service and Elkhorn Slough National Estuarine Research Reserve.

**Table 2-5
Individual Jurisdiction Meetings**

Jurisdiction	Meeting Date	Meeting Location
Monterey County	September 11, 2013	Monterey County Government Center, Asilomar Room, 168 W. Alisal St., Salinas
City of Carmel-by-the-Sea	September 12, 2013	City Hall, Main Conference Room, Monte Verde St. and 7th Ave.
City of Del Rey Oaks	September 10, 2013	City Hall, 650 Canyon Del Rey Rd.
City of Gonzales	November 19, 2013	City Hall Conference Room, 147 Fourth St.
City of Greenfield	November 21, 2013	City Manager's Conference Room , Civic Center, 599 El Camino Real
City of King City	November 19, 2013	City Hall, Council Chambers, 212 S. Vanderhurst Ave.
City of Marina	September 11, 2013	Community Development Department, 209 Cypress St.
City of Monterey	September 13, 2013	City Hall, Lord Nelson Room, 580 Pacific St.
City of Pacific Grove	September 12, 2013	City Hall, Community Development Conference Room, 300 Forest Ave.
City of Salinas	November 18, 2013	City Managers Meeting Room, 200 Lincoln Ave.
City of Sand City	September 9, 2013	City Hall, Council Chambers, 1 Sylvan Pk.
City of Seaside	September 10, 2013	City Hall, Main Conference Room, 440 Harcourt Ave.
City of Soledad	November 19, 2013	City Hall, 248 Main St.

Incorporation of Existing Plans and Other Relevant Information

During the plan update process, AECOM reviewed and incorporated information from existing plans, studies, and technical reports into the MJHMP as recommended by the Planning Team. A synopsis of key resources includes the following:

- *2010 Monterey County General Plan, 2010*
- *2012 Monterey County Crop Report*
- *Monterey County Floodplain Management Plan, 2008 Update*
- *Unit Strategic Fire Plan, San Benito-Monterey, CAL FIRE (updated 6/14/12)*
- *Monterey County OES Incident Information (provided by Sydney Reade on 11/19/13)*
- *The City of Seaside Local Hazard Mitigation Plan, 2005*
- *California Adaptation Planning Guide, California Emergency Management Agency, 2012*
- *California Climate Adaptation Strategy, California Natural Resources Agency, 2009*
- *California Multi-Hazard Mitigation Plan, California Office of Emergency Services, 2013*
- *The Impacts of Sea-Level Rise on the California Coast, California Climate Change Center, 2009*
- *Our Changing Climate 2012: Vulnerability & Adaptation to the Increasing Risks from Climate Change in California, California Climate Change Center, 2012*

In addition to the above key sources, AECOM reviewed the Safety Element of each participating jurisdiction's locally adopted General Plan, in addition to other relevant local plan documents as identified through the capability assessment process.

The following FEMA guidance materials were also routinely consulted as references in support of the plan update process:

- *Local Mitigation Plan Review Guide (October 2013)*
- *Local Mitigation Planning Handbook (March 2013)*
- *Integrating Hazard Mitigation Into Local Planning: Case Studies and Tools for Community Officials (March 2013)*
- *Mitigation Ideas: A Resource for Reducing Risk to Natural Hazards (January 2013)*

Public Involvement

Public Outreach Plan

Immediately following a notice to proceed, AECOM coordinated with Monterey County on the development of a strategy to generate public interest, solicit citizen input, and engage additional partners in the plan update process. This strategy was documented in a draft public outreach plan, which identified specific opportunities and methods for citizens and targeted stakeholders to participate at various points in the planning process, possibly including but not limited to in-person meetings, a project website, web-based surveys, and the use of social media. The plan also clarified roles and responsibilities for AECOM, Monterey County, and other supporting partners to implement during the plan update process. The draft plan was updated based on feedback received from the Planning Team at the kickoff meeting and submitted as final on September 25, 2013. The final public outreach plan is included in Appendix D.

In accordance with the Public Outreach Plan, the following public involvement activities were implemented during the course of the plan update process:

- **Project Fact Sheet** – As part of Monterey County's early communication and outreach efforts, an informational one-page flier developed by AECOM was distributed to all those individuals invited to attend the project kickoff meeting. This Fact Sheet later became posted to the project website and was shared with local community staff by AECOM during all individual jurisdiction meetings.
- **Project Website** – Monterey County OES developed and hosted a dedicated website on the plan update process. The site included general background information on the project, the planning team, planning team meetings (including copies of agendas and PowerPoint slides), links to the public opinion survey, and information on other opportunities for people to participate in the plan update process. The project website was heavily advertised and promoted through various outreach efforts led by the County's Public Information Officer, and hyperlinks to the site were also posted on municipal websites and those of other supporting organizations.
- **Public Opinion Survey** – AECOM coordinated with Monterey County OES on the development of an online survey instrument to gather valuable information and feedback from the general public throughout the county. The online survey was designed to provide individuals who may be unable to attend in-person meetings the opportunity to participate in the plan update process. Results from the online survey allowed the Planning Team to better understand the types of hazards that most concern the public and the mitigation actions that are of particular interest.

The survey was launched on November 7, 2013 and remained available through March 5, 2014. In total approximately 278 residents of Monterey County provided responses to the survey. It was heavily promoted and advertised using an informational flier shared through various outreach methods including electronic newsletters, email distribution groups, social media (Facebook and Twitter feeds), etc. and made accessible through hyperlinks posted to the project website, municipal websites, and those of other supporting organizations. Additionally, hard copies of the flier and survey were made available at numerous public buildings and distributed at the in-person public outreach meetings. Examples of the advertising and promotional materials used to alert the public of this opportunity to participate in the plan update process are included in Appendix C.

A summary of survey results was shared with the Planning Team during their regular meeting on February 6th, 2014. A copy of the entire summary report including illustrative charts and open-ended narrative responses is included in Appendix C.

- **In-Person Public Outreach Meetings** –In coordination with Monterey County and the City of Monterey, AECOM hosted two open public meetings during the drafting stage of the plan update process. The purpose of each meeting was to provide more information on the plan update process and the opportunity for the general public to be involved, with particular emphasis on soliciting thoughts, ideas, and local knowledge in support of the plan update. The meetings included an overview presentation by AECOM, followed by more interactive discussions between meeting attendees, local government staff, and members of the AECOM project team. To aid in these discussions AECOM provided a series of large plotted maps showing composite hazard areas across the entire planning area.

The first public outreach meeting was held from 6:00–8:00pm on February 5, 2014 at the Monterey County Office of Education in Salinas. This meeting was held in a television production studio so that the meeting could be recorded and rebroadcast on public access television via the Monterey County Government Channel (MGTV). A total of seven members of the general public attended the meeting in person.



Public outreach meeting in Monterey.

The second public outreach meeting was held from 6:00–8:00pm on February 6, 2014 at the City of Monterey EOC. A total of seven members of the general public attended the meeting in person, including one reporter from *The Salinas Californian* which posted a full page article and video interview with Sherrie Collins from the meeting on the following day. A copy of the article is included in Appendix D.

Copies of meeting materials such as sign-in sheets, handouts, and presentation slides are available through Monterey County OES upon request.

The advertising and public outreach effort in support of the Public Outreach Meetings was coordinated by the Monterey County Communications Coordinator and each participating jurisdiction. This included the mass distribution of email notifications, flyers and other promotional materials to advertise the meetings. Examples of the materials used to alert the public of these opportunities to participate in the plan update process are included in Appendix D. In addition, Monterey County OES sent targeted emails to 64 individual citizens who indicated that they would like to be notified of future opportunities to participate in the plan update process in response to the question posed in the Public Opinion Survey.

Additional opportunities for public input, involvement, and education/awareness will be provided at public hearings associated with the local adoption process in each of the participating jurisdictions.

- **Disaster Resiliency Summits** – Monterey County OES was a participant in the Monterey Peninsula Disaster Resiliency Summit I held January 29, 2014 in Seaside. The focus of this summit was on looking across jurisdictional and business sector boundaries for innovative, cooperative ways to improve disaster preparedness and resilience on the Monterey

Peninsula. A keynote address was made by Collaborating Agencies Responding to Disasters (CARD) supported by panel discussions and focus groups covering resilience and mitigation-related issues in the sectors of government, NGO/faith based organizations, education, public health, and infrastructure. This also included a resilience “gap analysis” from the perspective of each sector.

Monterey County OES was a host and participant in the Greater Salinas Valley/Monterey County Disaster Resiliency Summit II held May 13, 2014 in Salinas. Keynote addresses were made by the California Resiliency Alliance and CARD, followed by a breakout focus group on action planning. Key outcomes of this summit included a better understanding of resiliency and hazard mitigation, a greater focus on public-private partnerships, a highlighting of the many resources available for resiliency and hazard mitigation, and the need for skill development in areas related to technology that can further support resiliency and mitigation.