
SEASIDE
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chapter eleven

SAFETY

Potential public safety challenges include earthquakes, fires, and floods that can and may affect the city, as well as the requirements and resources available to respond when a public safety incident or emergency occurs. This Element identifies and outlines proactive measures to minimize public safety challenges to community residents, structures, public facilities, and infrastructure, and to enable the City to expediently and efficiently respond in the event of a public safety challenge.

Topics covered in this chapter include: emergency services, seismic hazards, landslides, erosion, urban and coastal flooding, fire hazards, and hazardous waste. This chapter also includes related goals and policies.

Statutory Requirements

This Safety Element has been prepared to meet state requirements, as defined in Sections 65302(g) of the California Government Code (CGC), California Coastal Act requirements, and the Fort Ord Base Reuse Plan. It contains goals and policies to protect the community from any unreasonable risks associated with the effects of seismic hazards, tsunami, flooding, fires, crime, and hazardous materials. It includes mapping of known seismic and other geologic hazards.

County of Monterey Multi-Jurisdiction Hazard Mitigation Plan

AB 2140 authorizes local jurisdictions to incorporate their local hazard mitigation plan along with their safety element update. Incorporation of the local hazard mitigation plan in the safety element allows the jurisdiction to be considered for part or all of its local-share costs on Public Assistance funding provided by the state through the California Disaster Assistance Act (CDAA).

The City of Seaside is a participating jurisdiction in the County of Monterey Multi-Jurisdiction Hazard Mitigation Plan (MJHMP). This Safety Element integrates the background assessments, modeling assumptions, and key findings of the MJHMP including those outlined in Annex L of the MJHMP which is specific to the City of Seaside. The MJHMP was developed in accordance with the Disaster Mitigation Act of 2000 (DMA 2000) and followed FEMA's 2013 Local Hazard Mitigation Plan guidance. The MJHMP incorporates a process where hazards are identified and profiled, the people and facilities at risk are analyzed, and mitigation actions are developed to reduce or eliminate hazard risk. The implementation of these mitigation actions, which include both short and long-term strategies, involve planning, policy changes, programs, projects, and other activities.

The California Coastal Act requires that the City's Local Coastal Program (LCP) contain specific policies to ensure that new development is sited and designed to minimize risks, ensure stability, and maintain structural integrity. New development should not 1) create or contribute significantly to erosion, or 2) propose the construction of new shoreline protective devices that would substantially alter natural landforms along coastal bluffs and cliffs. This element is consistent with the LCP and contains goals and policies related to the protection of development from coastal hazards, such as tsunamis and coastal flooding.

The Coastal Land Use Plan (a component of the LCP) contains existing policies which address hazards including, geologic, floods, tsunami, seiches, sea level rise, ocean and storm surge, and fire hazards. (Policy NCR-CZ 5.1.B, 5.3.A, 5.3.B, and LUC-CZ 3.4.A.) This includes policies for siting and designing facilities to minimize risks associated with tsunamis and seiches, as well as evacuation routes and signage.

The California Coastal Commission Sea Level Rise Policy Guidance Interpretive Guidelines for Addressing Sea Level Rise in Local Coastal Programs and Coastal Development Permits updated in 2018 directs cities and counties to study sea level rise and its effects on communities and natural resources and identifies recommended strategies to minimize impacts. The Climate Change Vulnerability Assessment (see Appendix B evaluates the impacts sea level rise could have on Seaside consistent with the California Coastal Commission guidance.

Recent State Legislation

The State of California introduced numerous statutory requirements for safety elements, including the following:

- **Climate Vulnerability Assessment:** SB 379 requires all cities and counties to include climate adaptation and resiliency strategies in the safety elements of their general plans. The City conducted a Climate Change Vulnerability Assessment (CCVA), Appendix B, consistent with Government Code Section 65302(g) as amended by SB 379, which assesses how the populations and assets in Seaside are vulnerable to climate change. This Safety Element of the General

Plan includes adaptation implementation measures in alignment with this legislation.

- **Residential Emergency Evacuation Routes:** SB 99 requires a local government to identify residential developments in hazard areas that do not have at least two emergency routes. A residential evacuation route analysis was conducted as part of this Safety Element update and presented as Figure 53.
- **Evacuation Routes and Locations.** AB 747 and 1409 require all cities and counties to identify evacuation route capacity, safety, and viability under a range of emergency scenarios and evacuation locations. An evacuation study was conducted to evaluate the capacity of the city's transportation system to accommodate evacuation in the event of a hazard and is included as Appendix C to this element.

Certain natural conditions and human activities in Seaside create risk to individuals and properties in the community. Seaside is situated adjacent to the Pacific Ocean along the Monterey Peninsula. As such,

Setting the Scene

geological hazards are present that are associated with soil conditions, erosion, seismic activity, and tsunamis and seiches. Other potential hazards include hazardous materials, climate change, flooding, fires, and crime.

Emergency Services

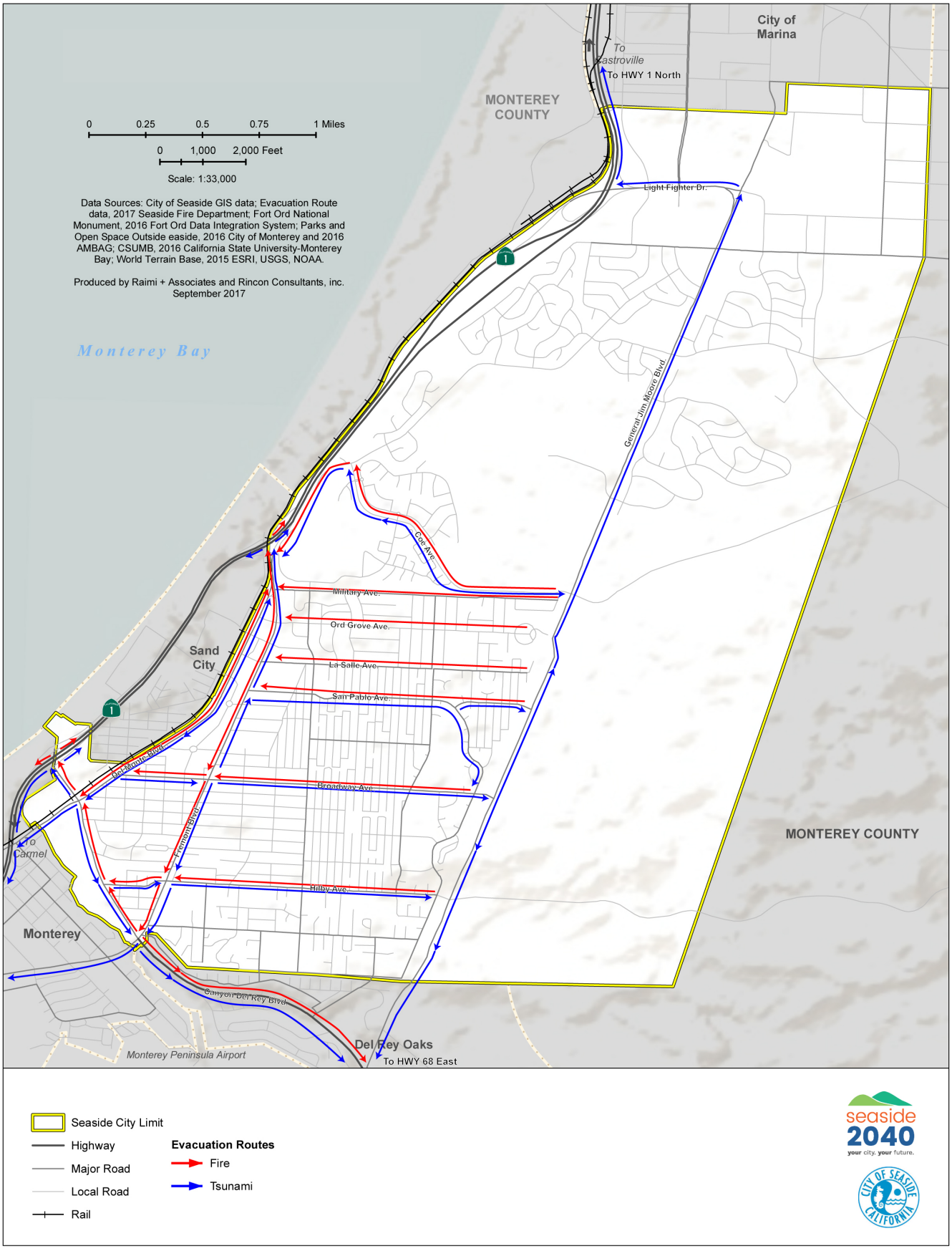
The Police Department currently operates with 51 members, comprised of 40 sworn and 11 non-sworn personnel, responding to more than 46,000 service calls per year. In addition to traditional law enforcement services, the Department participates in regional services that include a tactical special response unit and a violence and illegal narcotics team. The Police Department also supports community partnerships, such as a Police Activities League, Cadet Program, Neighborhood Watch, School Resource Officer program, Youth Resource Center, and Youth Diversion program. Community outreach also includes events, including the Prescription Drug Take Back event, National Night Out, and Heroes for Kids, and opportunities for participation in the Blue Ribbon Task Force.

The city is served by one fire station with a total of 34 full-time shift personnel, with no less than seven personnel on-duty at all times. Personnel include nine firefighters, six engineers, six captains, three division chiefs, one administrative assistant, one fire chief, and nine reserve firefighters. The Seaside Fire Department (SFD) houses five fire engines, a Haz Mat unit for responding to hazardous materials incidents, a medium duty rescue vehicle, and two SUVs. The SFD also participates in both Mutual Aid and Automatic Aid agreements with neighboring fire departments to respond when Seaside units are unavailable due to multiple incident requests. The SFD provides services including all-risk response services, including structural firefighting and wildland fire suppression, basic life support (BLS) level emergency medical care, entrapment/extrication, technical rescue, and hazardous materials response at the technician level, and non-emergency response services, such as public assists, building plan checks, business inspections, and special event permitting. The SFD has an arrival time within 6 minutes and 20 seconds or less, ninety percent of the time for fire and other special operations incidents from time of call received. The response time is within 6 minutes, ninety percent of the time for all other priority incidents. Excluding mutual aid calls, the overall received to arrival response time for priority incidents in the SFD service area for 2019 was 7 minutes, 43 seconds ninety percent of the time.

Evacuation

Figure 46 illustrates the major evacuation routes within Seaside, including SR 1, SR 68, General Jim Moore Boulevard, Canyon Del Ray Boulevard (SR 218), Fremont Boulevard/Fremont Street, Broadway Avenue, Hilby Avenue, Del Monte Boulevard. An evacuation analysis, Appendix C, determined adequate capacity under two scenarios: a wildfire evacuation scenario and a tsunami evacuation scenario. Additionally, there are no residential developments in the City that do not have at least two emergency routes.

Figure 46: Evacuation Routes



Climate Change

Climate change is driven by the human contribution of certain gases, like carbon dioxide and methane, into the atmosphere. These gases, commonly known as greenhouse gases (GHGs) absorb and re-emit solar radiation that has been reflected from the Earth's surface, trapping heat in the atmosphere that would otherwise escape to space. This is known as the greenhouse effect. During the industrial revolution in the 1800's, the amount of GHGs from human activities accumulating in the atmosphere began to increase dramatically and that trend has continued until the current day. According to the Intergovernmental Panel on Climate Change (IPCC), GHG concentrations are now higher than they have been in the past 400,000 years, with carbon dioxide levels increasing from 280 parts per million to 410 parts per million in the last 150 years (IPCC 2021). The increase in atmospheric GHGs is raising average temperatures across the globe, in turn affecting precipitation patterns, frequency of severe storms and droughts, glacier and sea ice melt, ocean temperature and chemistry, and sea levels. Climate change is already and will continue to have myriad adverse impacts on the Earth's natural and built systems, resources, and the human populations that rely on them.

While climate change is a global phenomenon, the effects will vary locally based on the natural and built systems in each place. Generally, climate change is anticipated to amplify existing hazards. Though climate change affects everyone in a community, not all people are impacted equally. For example, disadvantaged communities, people of color, outdoor workers, elderly and very young community members, lower-income populations, and those with chronic health conditions tend to experience increased exposure and/or physiological sensitivity to climate hazards and a reduced capacity to adapt. Local actions can help to mitigate the additional risks associated with climate change and increase community resilience. Cities that begin planning now will have the best options for adapting to climate change.

The impacts of climate change are already being felt in some places, but they are relatively small at this time. However, the longer cities wait, the greater the costs of these impacts. As Seaside begins to plan for and implement their response to climate change, an opportunity exists to create stronger, more equitable communities for everyone. Many of the actions needed to reduce the impacts of climate change will provide additional benefits to the community, including increased public safety, reduced greenhouse gas emissions, and greater economic stability.[47]

Climate Change Hazards

Climate change presents Seaside with a series of overlapping challenges and opportunities. Climate change is expected to exacerbate existing hazards due to the interactions between temperature and the functioning of weather and other natural systems. Climate change impacts pose an immediate and growing threat to California's economy, environment, and to public health. Cities like Seaside will continue to experience the effects of climate change, including the increased likelihood of droughts, coastal flooding, wildfires, and heatwaves, as well as gradual sea level rise.[48] The CCVA conducted in support of this Safety Element update identified the climate hazards most likely to impact Seaside, as well as identified the populations and built assets that are at highest risk due to these hazards. A summary of key findings is included below, and the full CCVA is included as Appendix B.

Climate changes may result in significant social, economic, and environmental issues for residents and businesses in Seaside in the long term, including:

Precipitation Variability: Drought and Severe Storms

Climate change is expected to increase the variability in the timing and amount of rainfall leading to both drought and high-precipitation events. The average length of dry spells is projected to increase over time, snowpack in the Sierra is declining over time, and regional groundwater levels are also in decline. With climate change there is an increased likelihood that warm temperatures will coincide with dry spells leading to drought, water-stressed landscapes, and decreased water supplies. In Seaside, the maximum length of dry spells is projected to increase through the end of century from an annual average of 121 days historically, to 136 days. Warmer air holds more moisture, which can lead to severe storms that can drop higher amounts of rain over a short period of time. The average amount of rain in Seaside is not projected to change much from the historical baseline; however, the increased variability in precipitation is likely to result in impacts from drought and severe storms such as water-stressed vegetation, increased wildfire risk, additional risk of stormwater flooding, increased maintenance costs for stormwater infrastructure, and reduced groundwater recharge, among others.

Wildfire

Climate change has already contributed to increased size and intensity of wildfires in California over the last two decades. In Seaside there are several Very High Fire Hazard Severity Zones as designated by CAL FIRE and depicted in Figure 53 below. The geography, terrain, weather patterns and vegetation in Monterey County provide ideal conditions for recurring wildfires and rapid spread. Temperature and dry-spell length increases associated with climate change can lead to vegetative stress and mortality, increasing the fuel load and fuel dryness of wildfire prone landscapes, contributing to the conditions that favor wildfires. Wildfires can create risk of injury, death, or financial hardship if personal property is damaged as well as physical damage to all other assets creating cascading risks for community members when infrastructure is damaged or off-line. Past wildfires in the County have caused damage to critical infrastructure, property, and the environment, and have led to injuries and loss of life. Wildfire smoke locally, or regionally, can create hazardous air quality conditions that impact public health, and can impact sensitive populations. Wildfire will be discussed in further detail in the wildfire section later in this element.

Sea Level Rise and Flooding

The two primary causes of sea level rise are thermal expansion (increase in volume due to heat) of the oceans caused by ocean warming, and loss of land-based ice due to increased melting of glaciers and ice sheets; both impacted by global climate change. Coastal flooding is a temporary condition caused by storms and high tides. In the short term, the primary concern is coastal flooding. However, over the longer-term, sea level rise will compound the effects of storms and tides on coastal flooding as they will occur over higher sea levels. Rising sea levels will increase the likelihood and intensity of floods, as well as lead to increased coastal and inland flooding, increased tidal inundation, coastal erosion, tsunami inundation, seawater intrusion into groundwater supplies, and worsened storm surge.

The County of Monterey MJHMP evaluated 1 foot (30 cm) of sea level rise by 2030, 3 feet (91 cm) by 2060, and 7 feet (213 cm) by 2100 based on a medium-high risk aversion probability, which has 0.5-percent or "1 in 200" chance of being exceeded. Figure 47 depicts the sea level rise projections for Seaside, with additional details in Appendix B. Estimates of sea level rise projected in the Monterey Bay are shown in Table 16.

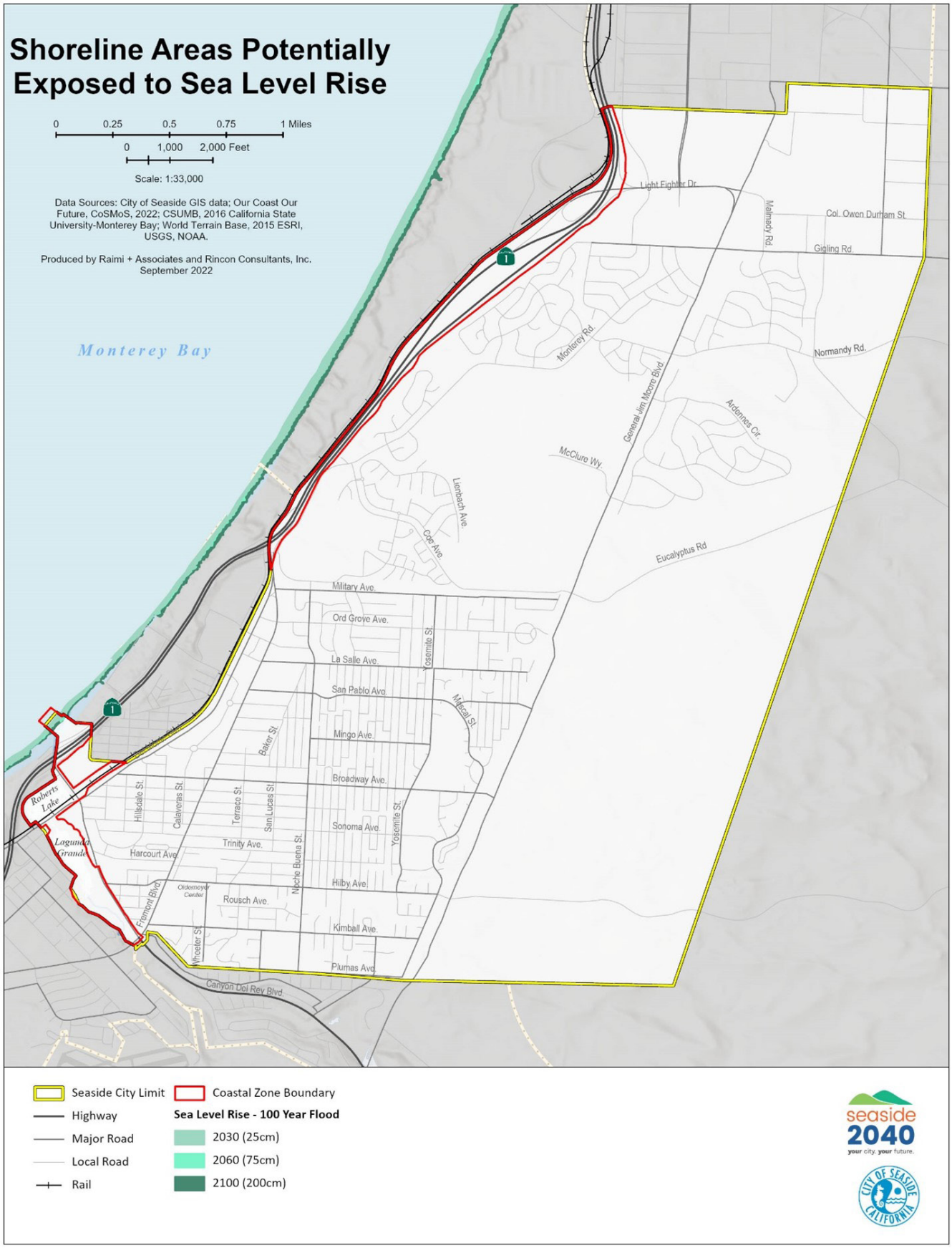
With sea level rise, the shoreline at Seaside State Beach will retreat due to coastal erosion, an increase in frequency and severity of storm surges, and the rising of the mean water level. This erosion will narrow the beach, which can negatively affect beach visitors and local tourism, sensitive ecosystems with potential loss of natural resources, and increase saltwater intrusion into groundwater aquifers. Sea level rise can raise the water table depth increasing flood hazard. Due to sea level rise, Seaside can experience emergent water tables–when the water table rises to at least the land surface, flooding the affected area–along the city's low-lying areas, especially in areas adjacent to Roberts Lake and Laguna Grande Lake. Areas adjacent to Roberts Lake and Laguna Grande Lake are also the only areas in the city vulnerable to tsunamis. Additionally, these areas are at risk to damage from sea level rise and coastal flooding.

Table 16: Sea Level Rise Projections for the Monterey Bay based on the Monterrey Tide Gauge.

SLR Scenario (Expected Time Period)	Sea Level Rise Range (inches)
2030	0.8
2060	2.6
2100	6.9

Source: 2018 Ocean Protection Council Sea Level Rise Guidance

Figure 47: Regional Faults



Extreme Heat

What is considered extreme heat varies from place to place and is dependent on the average temperature in a location. For Seaside, a maximum temperature of 88.7°F or above is considered extreme heat. Seaside has historically experienced 2 extreme heat days a year and is projected to experience a mid-century total of 5 to 6 extreme heat days and an end-century total of 7 to 13 extreme heat days annually. Increased frequency of extreme heat days can result in increased public health risks of heat related illnesses, particularly to vulnerable populations like older adults, young children, and individuals with underlying chronic diseases. Extreme heat can also worsen symptoms or induce flare ups for existing health issues such as asthma or cardiovascular disease. It is estimated that only about 14% of households in Monterey County have air conditioning. Additionally, those with greater exposure to extreme heat, such as outdoor workers, agricultural workers, or people experiencing homelessness, are more likely to be impacted by heat related illnesses or mortality. With temperatures rising because of climate change, extreme heat events are expected to become more common, and the health and safety impacts of these events are expected to increase.

Seismic Hazards

Seaside is located in an area where numerous seismic hazards are present. Several known faults in the city could lead to fault rupture hazards in the event of an earthquake. Faults in the city considered active or potentially active include:

- Ord Terrace Fault
- Seaside Fault
- Chupines Fault

There are also faults in the surrounding region that could lead to ground shaking in Seaside. These include the following:

- San Andreas Fault
- Monterey Bay / Navy / Tularcitos Fault Zone
- Sylvan, Hatton Canyon, and Berwick Canyon faults
- San Gregorio-Palo Colorado Fault Zone
- King City-Reliz-Rinconada Fault Zone
- Zayante-Vergeles Fault Zone

While the recurrence interval of earthquakes can vary considerably, large earthquakes on the San Andreas occur approximately every 130 years. Figure 48 shows the location of the faults in Seaside and the surrounding regional area.

Ground Shaking

Seaside lies in one of three areas that have the highest susceptibility to ground shaking in Monterey County.[49] Approximately 93% of the city's resident households and a number of critical facilities, highways, and bridges are located in a high shaking hazard area. Strong ground shaking due to earthquakes can cause soils to compact, resulting in local or regional settlement of the ground surface. This settlement can cause moderate to heavy damage to structures and underground utility lines in Seaside.[50]

The City's earthquake emergency response program is identified in the Local Hazard Mitigation Plan (LHMP), a supplement to the MJHMP.54 Actions in the plan include determining the increased risk from specific hazards, including earthquakes, due to their location and other factors. In addition, the LHMP requires that all new construction include the latest earthquake resistant design techniques. Seaside partners with the Monterey Peninsula Regional Emergency Coordination Center to conduct planning activities between agencies, including establishing training and exercises to improve emergency response capabilities; coordinating emergency resources; collaborating regionally and system-wide; and conducting public outreach.[51]

Liquefaction

Liquefaction occurs when soil that exists below the water table temporarily loses strength during an earthquake and changes to a near-liquid state. Liquefaction can cause large movements of the ground and damage buildings and buried utilities. As shown in Figure 49, the majority of Seaside has low relative liquefaction susceptibility, with the beach area of the city having moderate susceptibility. The southern portion of Seaside, near Roberts Lake and Laguna Grande Lake, has moderate, high, and/or variable liquefaction risk.[52]

Figure 48: Regional Faults

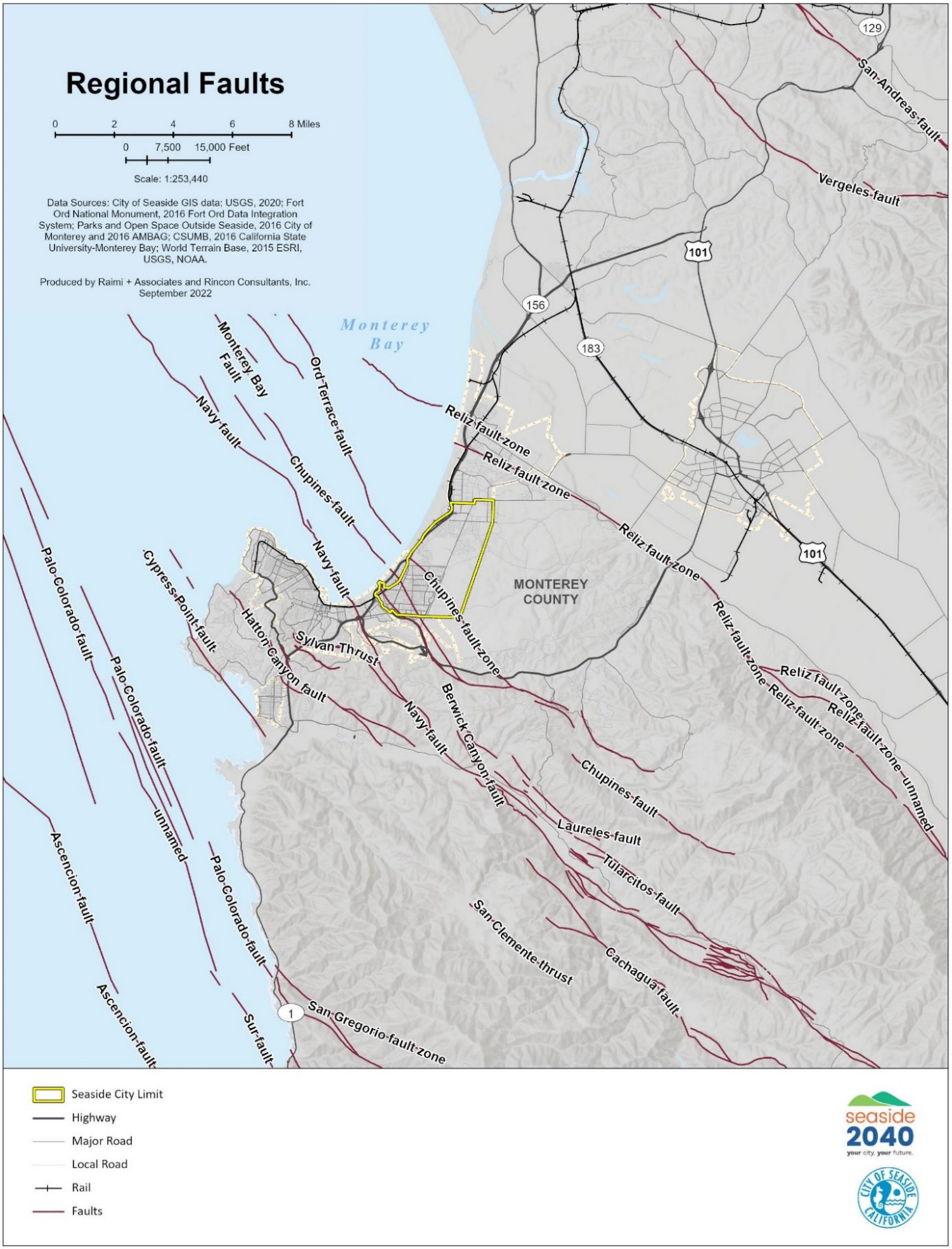


Figure 49: Liquefaction Risks

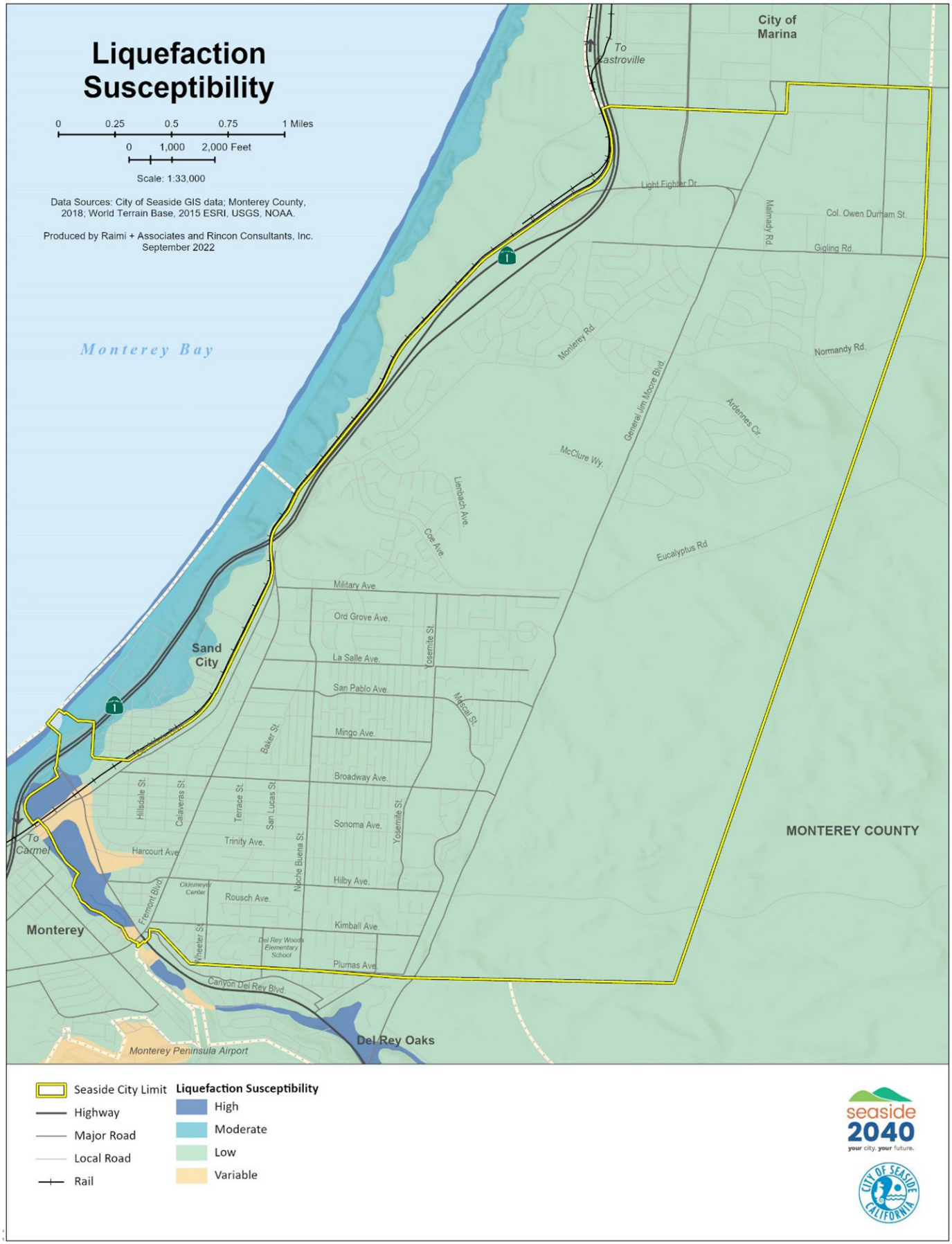
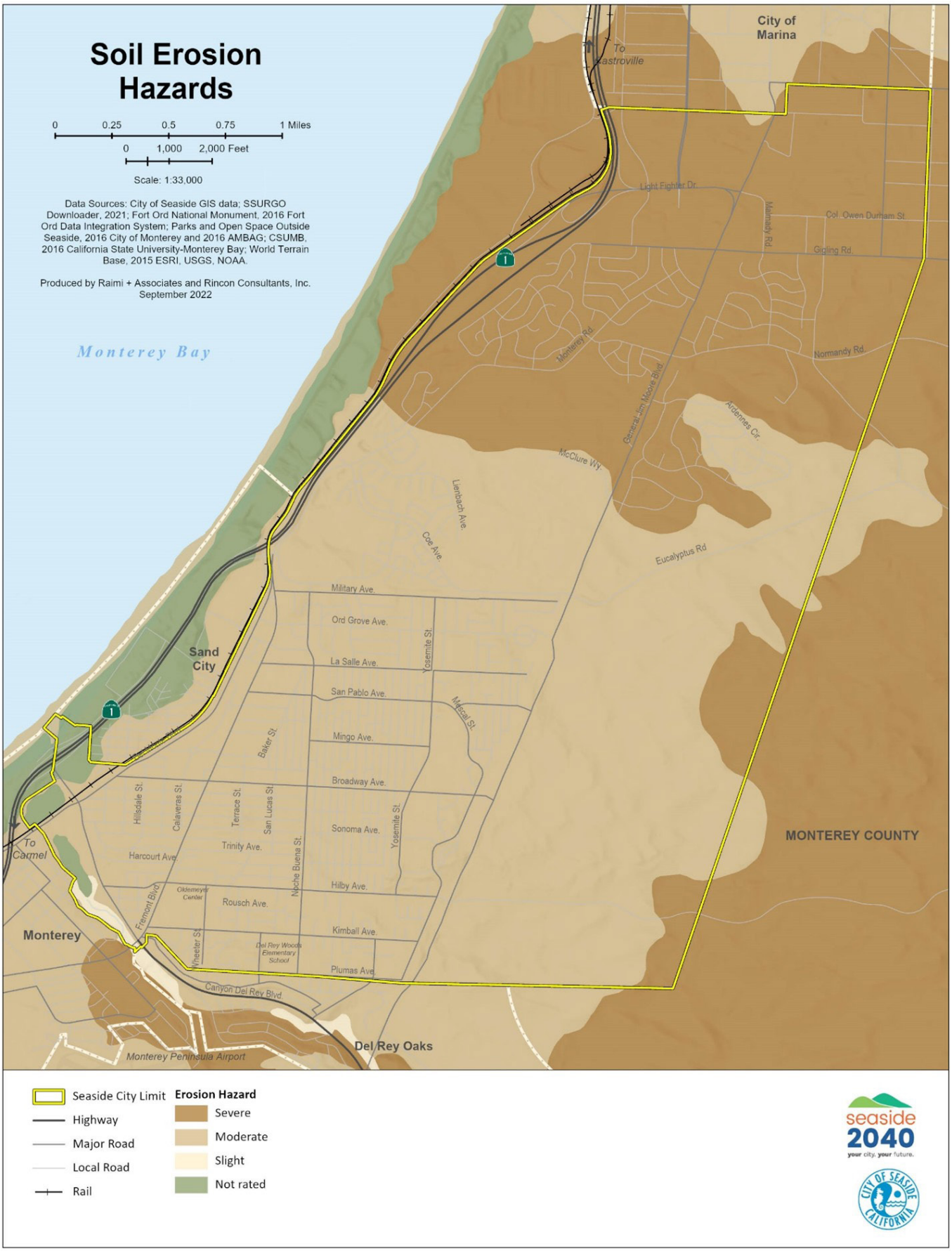


Figure 50: Soil Erosion Hazards



Landslides

Seaside has low susceptibility to landslides and mudslides, as it has minimal hillside areas and lacks steep bluffs. Landslides are common in other areas of Monterey County due to the combination of rapidly uplifting mountains, locally fractured and weak bedrock, and periodically intense rainfall along the coast. However, landslides and surficial slope failure are most likely to occur in areas with a slope greater than 25% (hillside areas) and along steep bluffs.

Land Subsidence

Subsidence is the sinking of the ground surface caused by the compression of soil layers. This compression can be caused by deep-seated settlement of these soil layers, which in turn may be caused by human activities or natural effects such as extraction of groundwater, oil and gas withdrawal, oxidation of organics, and the placement of additional fill over compressible layers. Seismically induced subsidence generally occurs in loose to medium density unconsolidated soils above groundwater. These soil types can compress when subject to seismic shaking, causing subsidence. This subsidence can be exacerbated by increased loading, such as from the construction of structures onsite. Due to the alluvial nature of soils underlying the city, seismically induced subsidence could occur in loose sands mapped within the city, which include Baywood sand, Dune land, Oceano loamy sand, and Rindge muck soil types. However, this hazard can be addressed prior to development through removal and re-compaction of loose soils.

Erosion

The potential for soil erosion hazards is severe in the northern one-third of the city and moderate in the southern two-thirds. Soil erosion hazards are mapped based on climate data, soil, site characteristics, and land management as depicted in Figure 50. Coastal erosion is primarily attributed to sea level rise, wave patterns, and the coastal geography of Monterey Bay. The coastal erosion rate has accelerated in this century from about 1.5 feet per year up to more than seven feet per year. This increase is due to sand mining along the coast, sediment trapping in reservoirs in the Salinas River watershed, and loss of vegetation in the shoreline dunes. All of these factors result in reduced sediment supply along the coast and associated increases in erosion.

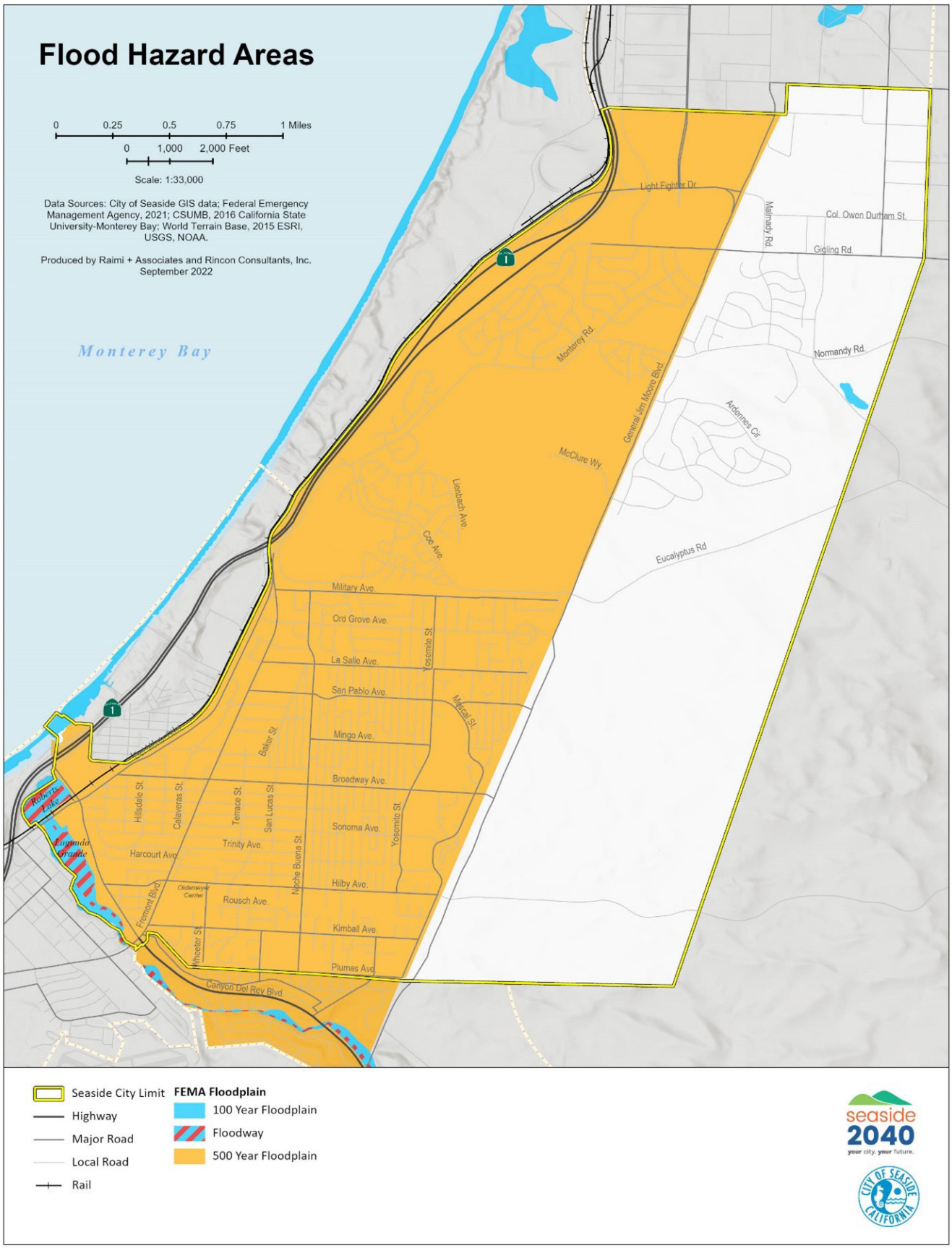
On July 13, 2017, the Coastal Commission approved a settlement agreement to close the Cemex Sand Mining operation in Marina by the end of 2020. The company stopped mining sand in October of 2020, and has until the end of 2023 to remove its sand stockpiles and take actions to restore dune habitat on the property as outlined in the settlement agreement. [53] As of February 2022 restoration activities had not yet begun at the site.[54] Stoppage of sand mining operations is expected to result in lessening of coastal erosion, in alignment with observed decreases in coastal erosion that occurred after the closure of other sand mines in the area in 1989. [54]

Urban and Coastal Flooding

The city is susceptible to flooding, particularly a small coastal area west of Highway 1, and additional areas adjacent to Roberts Lake, Laguna Grande, and associated drainage areas, as illustrated in Figure 51. These areas are subject to a one percent-annual-chance-flood, also referred to as a 100-year flood zone. The rest of the city is in a 500-year flood zone and is subject to a zero point two percent (0.2 percent) chance-flood event.[56, 57, 58, 59]

The Monterey County Water Resources Agency (MCWRA) aims to protect the community from flooding hazards by providing and maintaining adequate flood control facilities. The City also requires developers to provide flood control systems in new development areas that mitigate potential onsite flooding hazards and avoid increasing flood hazards elsewhere.

Figure 51: Flood Hazards Area



Tsunami and Seiches

Much of Seaside lies approximately 2,000 feet inland from the coastline of the Pacific Ocean; most of the beach and coastline is associated with the Fort Ord Dunes State Park which is outside Seaside city limits. The distance from the city to the coastline should provide some protection from tsunamis, which can impact low-lying areas close to Roberts Lake and Laguna Grande Lake. Figure 52 shows that the areas subject to inundation by tsunamis are limited to a small coastal area west of State Route 1 and additional areas adjacent to Roberts Lake and Laguna Grande, as well as the lakes themselves.

A seiche is a standing wave oscillating in a body of water that is semi-enclosed or fully enclosed, such as bays and lakes. Seiches are typically caused when strong winds and rapid changes in atmospheric pressure, but earthquakes and tsunamis may also cause seiches along ocean shelves and ocean harbors. The severity or magnitude of seiche is limited by the volume of water in the waterbody. Deeper and larger waterbodies contain more water, which in return, can produce taller and more voluminous waves. Roberts Lake and Laguna Grande are both relatively small and shallow waterbodies and would not generate seiches large enough to result in substantial damage. Seiches in Monterey Bay would not be any larger than a potential tsunami, which is discussed above, and would not expose people or structures to significant risk or loss, injury, or death.

The majority of the areas adjacent to Roberts Lake and Laguna Grande are designated as Parks and Open Space in the 2040 General Plan. Other areas within the city mapped as susceptible to tsunami inundation would be designated as Employment. These areas are already developed with similar types of land uses.

Dam Inundation

Seaside is not within an inundation zone in the event of a dam or levee failure.

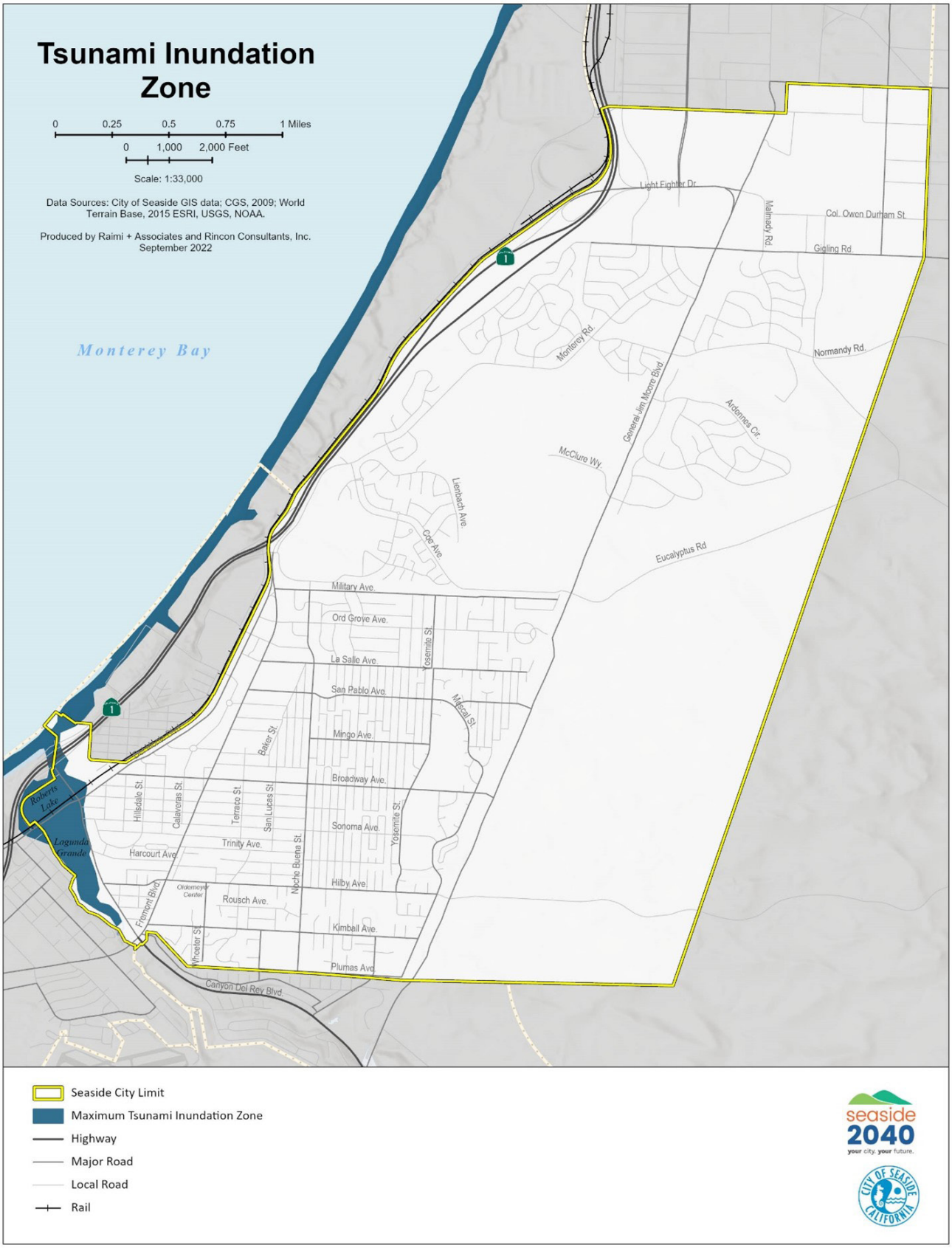
Wildfire

Seaside has been identified by the California Department of Forestry and Fire Protection (CAL FIRE) as within a wildland-urban interface.[60] This includes areas where homes or other structures are built near or among lands prone to wildland fire.[61] Historically, a number of fires have occurred in the wildland-urban interface in Monterey County and the greatest threat occurs under extreme fire weather conditions. The average interval between large wildfires in excess of 10,000 acres burning within Monterey County is 7.3 years.[62] As shown in Figure 53, much of the undeveloped area in the eastern half of Seaside, east of General Jim Moore Boulevard, is designated as having a very high fire hazard risk.[63] This undeveloped area within the former Fort Ord is largely vegetated with forests, woodlands, and grasslands.

The Land Use and Community Design Element establishes land use designations that provide allowances for future development in very high fire hazard severity zones (VHFHSZs). These designations that overlap with VHFHSZs include the future Seaside East Specific Plan and Recreational Open Space. The future Seaside East Specific Plan land use designation borders the eastern side of General Jim Moore Boulevard from Seaside Middle School to the southern border of the city, and both sides of Eucalyptus Road to the north. The future Seaside East Specific Plan is a land use designation that signifies the City's intent to prepare a specific plan that will determine allowed uses and the intensity of those allowed uses. The Recreational Open Space area corresponds with the Fort Ord National Monument land area. The purpose of the Recreational Open Space area is to promote habitat management, passive recreation, trails/paths, restoration, ecotourism, and environmental and educational activities. The Land Use and Community Design Element also identifies the potential location for a new civic campus in the Seaside East Future Specific Plan Area. The future civic campus could include a new location for City Hall, County Justice Center, and additional community facilities. These new uses would be considered critical facilities that provide vital functions to the community.

Although the exact type of development has not yet been determined for the future Seaside East Specific Plan area, potential land uses identified for future development include residential, mixed-use, business park/employment, trade/exposition center district, visitor serving, recreational commercial, and park/open space.

Figure 52: Tsunami Inundation Map for Emergency Planning



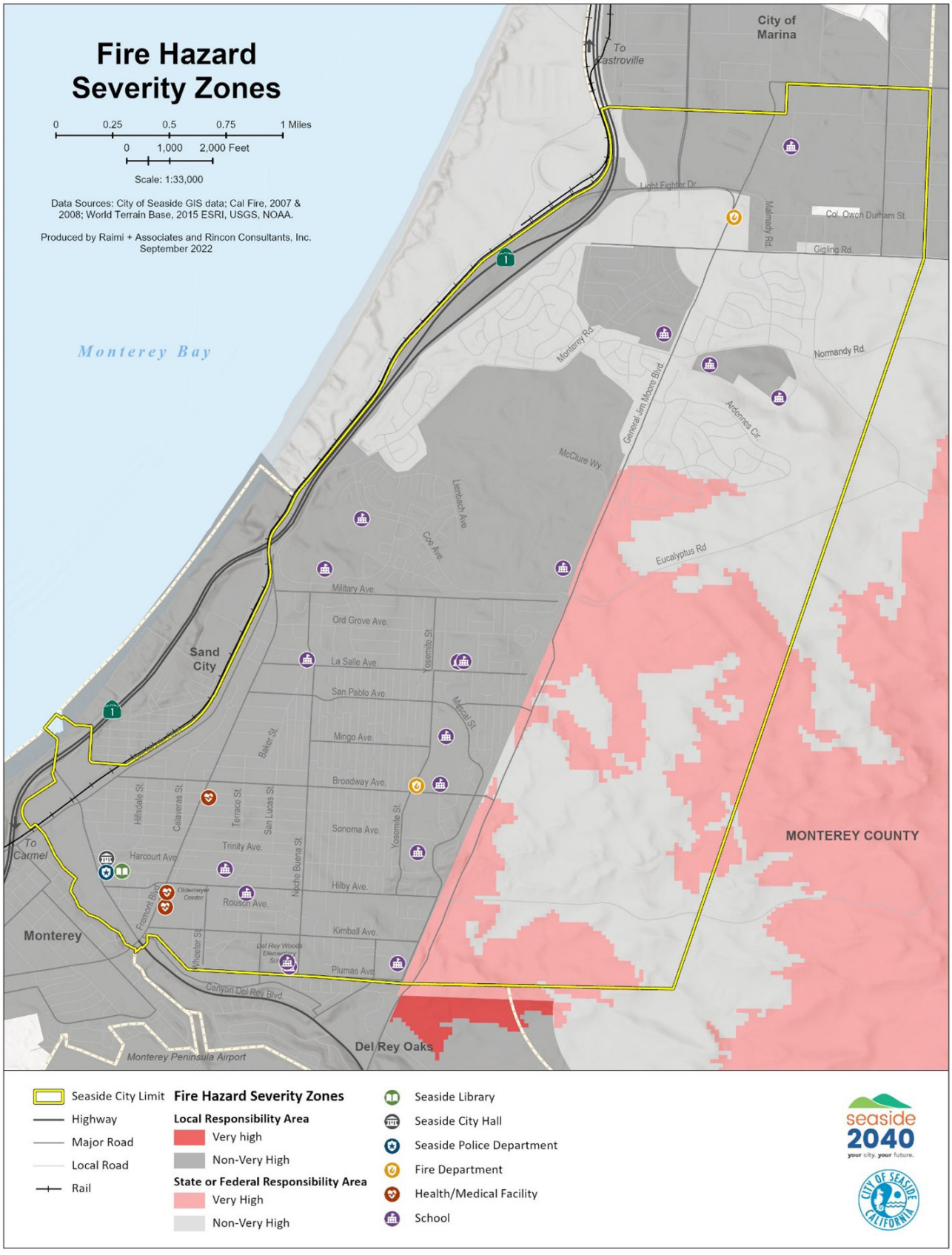
Additionally, the location for a terminal water reservoir, utility buffers and a 100-foot habitat borderland buffer area were identified.

Future development on undeveloped lands may be at risk to wildland fires. However, new development located in a very high fire hazard zone within a Local Responsibility Area would be required to comply with standards in California Government Code 51182 to minimize fire risk. New development also would be subject to building permit requirements and statewide standards for fire safety in the California Fire Code. For fire protection Seaside is served by the local Seaside Fire Department. Additional fire protection services for high fire danger are provided by the U.S. Navy and an interagency mutual aid agreement with the Salinas Rural Fire Protection District for fire suppression.[64]

There are several regional plans that address wildfire risk and present reduction strategies for the greater Monterey Bay area. These plans represent the overall regional collaborative effort to reduce the risk of wildlife. The CAL FIRE San Benito Monterey Unit Strategic Fire Plan (Fire Plan) seeks to reduce firefighting costs and property losses, increase firefighter safety, and educate the public on fire prevention. The Fire Plan includes all communities in Monterey and San Benito County that are listed as communities at risk by CAL FIRE.[65] The Monterey County Community Wildfire Protection Plan (MCCWPP) was developed by regional stakeholders to provide guidance to wildfire prevention and protection, including recommendations for hazardous fuel mitigation activities and methods for reducing structural ignitability. Seaside is designated in the MCCWPP as having high fire risk, high fuel hazard, high structural ignitability, and as a high overall priority community. The MCCWPP recommends treatments, such as sheep grazing, to reduce the risk of wildlife in Seaside.

The California Code of Regulations also provide standards associated with addressing fire hazards. The Fire code is included in Title 24 of the California Code of Regulations. California Fire Code Title 24, part 9, Chapter 7 addresses fire and smoke protection features and building elements; Fire Code Chapter 8 addresses fire related interior finishes and decorative materials; and Fire Code Chapter 9 addresses fire protection and life safety systems; and Fire Code Chapter 10 addresses fire related means of egress, including fire apparatus access road width requirements. Fire Code Section 4906 also contains existing regulations for vegetation and fuel management to maintain clearances around structures.

Figure 53: Fire Hazard Severity Zones



Hazardous Materials

As cities age, land uses associated with hazardous materials are often abandoned. These uses include former industrial properties, gasoline stations, and military sites. Uses such as this may have soils and groundwater that are contaminated and are often referred to as "brownfields."

As illustrated in Figure 54, Seaside has a number of hazardous waste sites located largely in the southwestern part of the city, as well as underground storage tanks located in the northeastern part of the city. Of the hazardous waste sites in Seaside, there are:

- One Federal Superfund site, located on former Fort Ord lands, and one state response site that have land use restrictions,
- Nine permitted underground storage tank (UST) sites,
- One open or active cleanup program site,
- Sixteen completed or closed clean-up sites (including fifteen leaking underground storage tank (LUST) sites),
- Two waste discharge requirements (WDR) permitted sites related to the discharge of wastewater (Envirostor and DTSC).

The Fort Ord Superfund Site was added to the Superfund National Priorities List of Hazardous Waste Sites on February 21, 1990. While most of the former Fort Ord is now part of the Fort Ord National Monument, much of the area located in Seaside has been or will be converted from military to civilian land uses. While many old military buildings and infrastructure remain abandoned, others have been demolished. Hazardous materials and toxic waste sites at the former Fort Ord consist of a wide variety of materials including industrial chemicals, petrochemicals, domestic and industrial wastes (as seen in landfills), asbestos and lead-based paint in buildings, above- and underground storage tanks, artillery and explosives.

The identification, remediation, and disposal of hazardous waste associated with the Superfund cleanup process of former Fort Ord takes place under the Federal Facilities Agreement (FFA). The U.S. Army is responsible for conducting the Superfund cleanup process, and the US EPA is the lead agency for regulatory enforcement and oversight of Superfund activities. Remnant safety hazard issues are also present on the former Fort Ord resulting from previous U.S. Army munitions training operations. In 2007, a remediation program was created to provide coordinated access for bikers, hikers, runners, and equestrians to the new Fort Ord National Monument.[66] [67] In May of 2021 the U.S. EPA published a Federal Register Notice finalizing its proposal to delete 11,934 acres of the 27,827-acre Fort Ord Superfund site from the National Priorities List (NPL). This partial deletion included only portions of the site where cleanup of military munitions and soil pollution have been completed. The partial deletion became effective upon rule publication. EPA policy allows for these cleaned up areas to be deleted separately from contaminated water and soil gas below the ground. The Army will continue to clean up the groundwater and soil gas on the 11,934 acres included in the deletion. It will also clean up pollution at the remaining 15,893 acres of the site. Both the groundwater and soil cleanup for the 11,934 acres, and the entirety of the 15,893 acres, are still in the Superfund program and on the NPL. (Fort Ord Cleanup)

To assess hazardous materials incident risk for the Seaside Annex of the Monterey MJHMP, a one mile buffer zone around each facility was used. The chosen buffer distance was based on guidelines in the US Department of Transportation's Emergency Response Guidebook. To analyze the risk to a transportation-related hazardous materials release, a one-mile buffer was applied to highways in the US Dept of Transportation, National Transportation Atlas Database. The result is a two-mile buffer zone around each transportation corridor that is used for this analysis. Risk from a fixed facility hazardous materials release, identified in the Monterey County 2019 Hazardous Materials Plan, was analyzed using a one-mile buffer.

Figure 54: Hazardous Waste Sites

Goals and Policies

Goal S-1: A high standard of police services with a focus on community-based crime prevention.

Intent: To provide high-quality police services, including traditional law enforcement services and community partnership and engagement. The result will improve safety, health, peace of mind, and quality of life through excellent police services and planning.

Policies:

- **Service delivery and efficiency.** Maintain high-quality service delivery and efficiency of the Seaside Police Department. Consider upgrades to station facilities as appropriate.
- **Coordination.** Coordinate with local, State, and federal law enforcement agencies to reduce the risk of criminal activity. Coordinate with local partners, including schools, neighborhood groups, and community-based organizations, to encourage community-based crime prevention efforts.
- **Crime prevention programs.** Promote after school programs, volunteer programs, and other innovative programs, such as harm reduction and restorative justice models.
- **Community relationship building.** Continue to foster positive, peaceful, mutually supportive relationships between Seaside residents and the police. Encourage increased community involvement and activities such as block parties as a way to reduce criminal activity.
- **Youth crime prevention programs.** Encourage the development and operation of community and recreational facilities and programs as a preemptive strategy to reduce youth-related crime. Expand opportunities for positive law enforcement and youth interaction.
- **Assess critical facilities.** Identify and inventory critical facilities and establish guidelines for the operation of such facilities during emergencies.

Police Services in Seaside.

Goal S-2: Effective emergency response following a natural or human-caused disaster.

Intent: To increase the safety of residents. To achieve this, the City will implement emergency preparedness planning and outreach, maintain sufficient service levels, and prepare for the potential impacts of climate change.

Policies:

- **Service levels.** Maintain sufficient levels of fire protection and emergency services to support existing residents and future growth.
- **Service delivery and efficiency.** Strive to improve service delivery and efficiency of the Seaside Fire Department.
- **Coordinate emergency response.** Implement coordinated emergency response planning.
- **Preparedness programs**. Promote community-based, emergency preparedness programs and disaster education awareness, including the City's annual emergency system training and evacuation trainings.
- **Emergency evacuation.** Maintain emergency procedures for the evacuation and control of population in identified floodplain areas in accordance with Section 8589.5 of the California Government Code. Inform residents and visitors about alternate routes in case of coastal flooding and tsunamis. Design evacuation maps to minimize and mitigate exposure to flood hazards to the maximum extent possible.
- **Transportation and evacuation planning for flood hazard scenarios.** In coordination with Caltrans and local public works/transportation agencies, identify alternate routes for evacuation in case Highway 1 becomes flooded due to tsunamis or storm surges. Ensure redundancy of critical transportation routes, as possible, to allow for continued access and movement to and along the coast in instances in which sections of roadways may become temporarily impassible because of flooding in areas adjacent to Roberts Lake and Laguna Grande.
- **Evacuation route maintenance.** Maintain roadways that are likely to function as key evacuation routes including but not limited to the following major routes: General Jim Moore Boulevard, Canyon Del Ray Boulevard (SR 218), Fremont Boulevard/Fremont Street, Broadway Avenue, Hilby Avenue, and Del Monte Boulevard.
- **Emergency preparation education.** Continue to educate City staff regarding appropriate actions to take during an emergency including evacuation procedures, City staff roles, and resource needs.
- **Partnership.** Continue to work with the Monterey County Hazard Mitigation Planning Team during regular updates to the Monterey County Multi-Jurisdictional Hazard Mitigation Plan. Maintain consideration of climate change and sea level rise impacts as part of the County's comprehensive mitigation strategy.
- **Emergency supplies.** Develop a plan to coordinate access to water, power, shelter, and support following an emergency.
- **Climate change risks.** Re-evaluate existing plans to incorporate climate change hazards, sea level rise, and the populations and infrastructure vulnerable to climate change.
- **Public awareness.** Promote a culture of preparedness and greater public awareness of all hazards. Provide assistance to help property owners, tenants, renters, and landlords to make their homes and businesses more resilient to natural disasters with evacuation checklists and maps as well as information on available resources during different emergencies. Provide public trainings for the community on essential information.

- **Emergency communications.** Encourage implementation of communication systems to coordinate advanced mobilization and facilitate evacuations during flood and wildfire events with hazard alert notifications through a Traffic Control Center. This center would have up to the minute reports on traffic patterns and can communicate directly with the broadcast media to let drivers know about roadway congestion and conditions and direct them to alternate routes
- **Vulnerable population assistance.** Identify vulnerable populations that may need assistance to evacuate and prepare coordinated language accessible communication and assistance processes for identified populations related to evacuation procedures and preparedness. Include resources in multiple languages, for the visually impaired, hearing impaired, mobility impaired, people with medical conditions and the unhoused.
- **Emergency operations planning.** Upon the next revision of the Seaside Emergency Operations Plan the findings of the evacuation study, including recommendations for police presence and traffic signal programming, will be incorporated.

Goal S-3: Protection from the effects of earthquakes, landslides, tsunamis, and other natural disasters.

Intent: To lessen the impacts of earthquakes, geologic threats, tsunami, seiches, and other natural disasters on city residents and structures. To achieve this, the City will regularly update and assess risks and hazards, examine mitigation strategies, and raise public awareness around disasters.

Policies:

- **Identify earthquake risks and mitigation.** Coordinate with the National Earthquake Hazard Reduction Program of the Federal Emergency Management Agency (FEMA) to identify earthquake risks and available mitigation techniques.
- **Update seismic and geologic hazard maps.** Proactively seek compliance with the Alquist-Priolo Earthquake Fault Zoning Act by coordinating with the California Geological Survey and the United States Geological Survey (USGS) to establish and maintain maps within the city boundaries, former Fort Ord lands, and the Sphere of Influence.
- **Updated building codes and development reviews.** Reduce the risk of impacts from seismic and geologic hazards through land use planning, updated building codes, and the development review process. Ensure new development meets building code requirements.
- **Seismic upgrades.** Examine necessity of seismic upgrades to existing public facilities as well as existing multifamily housing constructed prior to 1971.
- **Public awareness.** Promote greater public awareness of earthquake hazards with incentives and assistance to help property owners make their homes and businesses more earthquake-safe.
- **Inventory of Fort Ord buildings.** Develop an inventory of critical and sensitive buildings and structures on the former Fort Ord, including all public and private buildings essential to the health and safety of the public, such as hospitals, fire and police stations, public works centers, high occupancy structures, schools, and sites containing or storing hazardous materials.

Goal S-4: Safeguarding of vulnerable community members, natural resources, buildings and facilities, and services and infrastructure from inland flooding.

Intent: To lessen the risks of inland flooding, particularly in areas adjacent to Roberts Lake and Laguna Grande, and associated drainage areas. This goal seeks to lessen the impacts of flood events on residents and community assets by enhancing local drainage.

Policies:

- **Drainage improvements.** Provide drainage controls and improvements that enhance local conditions and are consistent with and complement the master drainage plans, prioritizing areas adjacent to vulnerable populations and low-income households.
- **Flood control**. Require new development and redevelopment projects to provide adequate stormwater infrastructure for flood control.
- **Nature-based solutions.** Seek funding and implement nature-based solutions projects related to groundwater recharge, stormwater management, and flood prevention. Prioritize projects that include co-benefits related to mitigating the urban heat island effect, neighborhood beautification, improved beach access and improved pedestrian and bicyclist facilities.
- **Floodplain management ordinance update.** Modify Seaside's floodplain management ordinance so all habitable building spaces are designed above the maximum flood elevation as defined by a qualified coastal geologist with experience in tsunamis.
- **Flood Insurance Rate Maps.** Coordinate with FEMA to ensure that Federal Insurance Rate Maps (FIRM) correctly depict flood hazards in Seaside and continually provide community education on FIRM changes and flood exposure.
- **Regional coordination.** Coordinate with the Monterey County Flood Control and Water Conservation District to evaluate the need to expand flood control capacity based on changing flood conditions associated with climate change and extreme weather.
- **Community education.** Promote greater public awareness of flooding hazards and promote resources and programs to help property owners and landlords protect their homes and businesses from flood damage with prioritization of vulnerable population households.
- **Service line protection.** Identify and implement opportunities for structural hardening of critical facilities proximal to and within floodplains as well as increased service line redundancies to reach the community during flood events. Provide public educational resources on critical facility capacity and resources.
- **Inland flood mitigation funding.** Allocate staff time to apply for grants and establish multiple funding options for stormwater infrastructure resilience projects.

Goal S-5: Safeguarding of vulnerable community members, natural resources, buildings and facilities, and services and infrastructure from sea level rise, and associated hydrological and erosion hazards.

Intent: To lessen the risks of coastal flooding, particularly in hazard areas such as the small coastal area west of Highway 1, areas adjacent to Roberts Lake and Laguna Grande, and associated drainage areas. This goal seeks to lessen the impacts of coastal flood events on residents by enhancing local adaptive capacity.

Policies:

- **Flood hazard area maps.** Partner with USGS to continually update coastal flood inundation maps for Seaside to identify areas prone to localized coastal flooding. Provide community education on sea level rise and coastal flooding exposure changes as well as adaptive and mitigative options for exposed populations, facilities, and asset managers.
- **Regional coordination for coastal resilience and restoration projects.** In coordination with Monterey County and State Parks, plan for future coastal recreational space and parkland by protecting open space adjacent to coastal habitats and allowing the beach and habitats to migrate into these spaces.
- **Groundwater monitoring plan.** Implement a systematic groundwater monitoring plan to assess changes in the water table depth, and saltwater intrusion in partnership with water utility providers. Publicize information particularly to affected populations with basements that may experience increased flooding.
- **State park shoreline protection.** Partner with Fort Ord Dunes State Park to expand and restore critical shoreline through dune vegetation and adaptive measures. Increase shoreline resilience through community involvement in developing strategies to protect coastal habitats and recreational areas.

Goal S-6: Minimization of risk of fire hazards in the city and wildfire hazards on former Fort Ord lands through fire prevention design and fuel reduction strategies.

Intent: To encourage planning and design strategies that mitigates wildfire risk. To achieve this, the City will assess and evaluate fire hazards, encourage fire mitigation, and ensure a level of service that meets or exceeds resident needs.

Policies:

- **Fire protection for the Seaside East Specific Plan.** Provide fire suppression water system guidelines and implementation plans to maintain adequate fire protection water volumes and emergency water storage and identify system distribution upgrades to adequately accommodate new developed envisioned as part of the development of the Seaside East Specific Plan.
- **Water pressure.** Coordinate with water districts to ensure that water pressure for existing developed areas is adequate for firefighting purposes during the season and time of day when domestic water demand on a water system is at its peak.
- **Facility siting.** Ensure that the location of new and existing fire protection facilities provides a consistent level of service to existing neighborhoods/centers and new neighborhoods/centers on former Fort Ord lands. Locate, when feasible, new essential public facilities, including, but not limited to, hospitals and health care facilities, emergency shelters, emergency command centers, and emergency communications facilities, outside of very high fire hazard severity zones, or identify construction methods or other methods to minimize damage if these facilities are in a very high fire hazard severity zone.
- **Density management.** During development of the Seaside East Specific Plan, develop and implement density management strategies that cluster residential developments to reduce amounts of flammable vegetation and collective exposure to wildfire risk.
- **Adjacent to undeveloped wildlands.** Decrease the extent and amount of edge or wildland urban interface where development is adjacent to undeveloped wildlands, particularly as part of the Seaside East Specific Plan.
- **Wildland Urban Interface Guidelines.** Maintain and implement Wildland/Urban Interface Guidelines for new and existing development within neighborhoods that are proximal to existing fire hazard areas.
- **Fuel reduction.** Use strategies, such as sheep grazing and other environmentally friendly fuel reduction and weed abatement approaches, for landscaping, buffering zones, and very high fire hazard zones as prevention measure to minimize the risk of fires. Engage in fire hazard reduction projects, including community fire breaks and private road and public road clearance.
- **Update building code**. Reduce the risk of impacts from wildfire through updating development standards that meet or exceed the California Code of Regulations Title 14 State Responsibility Area Fire Safe Regulations and Fire Hazard Reduction Around

Fire education services in Seaside.

Buildings and Structures Regulations and ensure new development meets the fire safe requirements. Require ongoing maintenance and upkeep to be codified as part of building covenants or homeowner covenants, conditions, and restrictions to ensure defensible space measures are retained over time.

- **Fire hardening structures and homes.** To increase resistance of structures to heat, flames, and embers, review current building code standards and other applicable statutes, regulations, requirements, and guidelines regarding construction, and specifically the use and maintenance of non-flammable materials (both residential and commercial). Promote the use of building materials and installation techniques beyond current building code requirements, to minimize wildfire impacts.
- **Development in the Very High Fire Hazard Severity Zone.** Require new development in the Very High Fire Hazard Severity Zone to develop an evacuation plan and ensure that the plan includes adequate fire access (ingress, egress) to new development, including safe access for emergency response vehicles, visible street signs, and water supplies for structural fire suppression.
- **Fire education.** Continue to provide fire hazard education and fire prevention programs to Seaside residents and businesses with targeted outreach to vulnerable populations.
- **Fire redevelopment.** Evaluate soils and waterways for risks from flooding, water quality, and erosion to ensure that they are suitable to support redevelopment following a large fire.
- **Wildfire evacuation.** In planned developments that may occupy the WUI, VHFHSZ, or areas proximal to fire hazard severity zones, increase resilience during a potential wildfire evacuation through:
    - Enforcing visible address numbers painted on sidewalks enforced through the city;
    - Developing and/or adapting a multiple language accessible materials for how to prepare your family and home for an evacuation and go kit;
    - Identifying and preparing at risk and vulnerable populations that may need assistance to evacuate;
    - Maintaining critical evacuation routes, community fire breaks;
    - Requiring adequate ingress and egress to new developments; and
    - Restrict parking periodically (e.g., on red flag days) along critical evacuation routes.
- **Fire harden telecommunication.** Coordinate with telecommunication service entities and the Monterey County Emergency Communications Department to fire-harden communications.
- **Underground overhead lines.** Coordinate with Pacific Gas & Electric to implement an electrical undergrounding plan with a focus on critical evacuation roadways and areas with highest wildfire risk.

Hazardous site signs on former Fort Ord lands.

Goal S-7: Strong coordination with regulatory agencies to ensure safe and effective remediation of hazardous and toxic materials.

Intent: To clean-up and remove hazardous and toxic materials, including clearance, treatment, transport, disposal, and/or closure of such sites containing ordnance and explosives, landfills, above and below ground storage facilities, and buildings with asbestos and/or lead-based paint. To achieve this, the City will help residents avoid human-made hazards by monitoring remediation, coordinating with applicable agencies, and maximizing public safety to the fullest extent.

Policies:

- **Minimize risk.** Minimize the risk to the community associated with hazardous materials. Continually integrate updated remediation strategies in coordination with the regulating agencies.
- **Management of hazardous materials.** Continue to cooperate with federal, state, and county agencies to effectively regulate the management of hazardous materials and hazardous waste.
- **Hazardous Materials Management.** Assess the use of hazardous materials as part of its environmental review and/or include the development of a hazardous management and disposal plan, as a condition of a project, subject to review by the County Environmental Health Department.
- **Regional coordination.** Coordinate with regulatory agencies regarding remnant safety hazards and future utilization of the Fort Ord munitions hazard area.
- **Monitor remediation.** Monitor implementation procedures of the Remedial Action-Records of Decision and work cooperatively with the U.S. Army and all contractors to ensure the safe and effective removal and disposal of hazardous materials, compliance with all applicable regulations regarding hazardous materials, and protection of the public during remediation activities.
- **Superfund.** Cooperate with the federal government to obtain Superfund monies and implement clean-up activities to eliminate the environmental hazards associated with past military activities at the former Fort Ord.
- **Maintain truck routes.** Maintain designated truck routes for the transportation of hazardous materials through the city to limit potential impacts to public health and safety.
- **Project Design Wildfire Risk Reduction.** For projects located within or less than two miles from an SRA or very high fire hazard severity zones, project landscape plans (as made available when project applications are submitted) shall include fire-resistant vegetation native to Monterey County and/or the local microclimate of the site and prohibit the use of fire-prone species especially non-native, invasive species. If the project site is within a known landslide area, the site shall be subject to geotechnical review regarding potential post-fire slope instability. Structural engineering features incorporated into the design of a structure to reduce the risk of damage to the structure from post-fire slope instability shall be recommended by a qualified engineer and approved by the City prior to the building permit approval.
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Goal S-8: A resilient built and natural environment, service lines, and community that is prepared for the potential impacts of extreme heat.

Intent: To prepare for the impacts of extreme heat, including immediate and growing threats to the economy, environment, and to public health. To achieve this, the City will increase community resilience to prepare for public health, structural, and environmental complications arising from extreme heat.

Policies:

- **Resilience hubs.** Develop and support a network of resilience hubs to facilitate health, food, medical, and emergency services during climate hazards such as extreme heat events, flooding, and poor air quality events.
- **Open space cooling study.** Partner with Monterey County Resource Conservation District to conduct a study on open space areas in the city to identify areas with greatest cooling magnitude and areas to maximize preservation and enhancement efforts.
- **Green space expansion.** Protect habitats and parks impacted by extreme heat through expansion of large continuous greenspaces wherever possible for greater cooling magnitude and extent. Include a mix of habitat types for greatest cooling benefits.
- **Urban tree canopy.** Involve the community to expand urban tree canopy and maintenance projects.
- **Public health resilience.** Collaborate with the Monterey County Public Health Department and local community organizations to establish extreme heat and air quality monitoring systems and develop accessible and language appropriate community education resources to prepare community members for increase extreme heat events and air pollution.
- **Cool pavements.** Explore opportunities to incorporate cool pavement practices into new streetscape or urban design.
- **Cool roofs.** Include a requirement of cool roofs for new construction in the building code and provide under-resourced populations with incentives such as expedited permitting or reduced fees to decrease barriers associated with installing cool roofs.

Goal S-9: A resilient community that is prepared for the potential impacts of climate change.

Intent: To prepare for the impacts of climate change, including immediate and growing threats to the economy, environment,

Policies:

- **Inclusive planning.** Support fair and inclusive climate change planning and implementation in which residents, businesses, and community-based organizations have the knowledge and power to collaborate in climate planning processes.
- **Equitable distribution of resources.** Prioritize programs that ensure the benefits of climate programs are fairly distributed and prioritized to those most in need, particularly populations most likely to be impacted by climate change.
- **Regional partnerships.** Establish partnerships with State, federal, regional, and local agencies to collaborate and better understand the regional impacts of climate change and developing multi-jurisdictional solutions.
- **Knowledge building.** Work with the Monterey County Health Department to distribute information on climate change impacts to vulnerable populations, including actions they can take to reduce exposure to unhealthy conditions.

- **Critical facility weatherization.** Expand the resilience of critical buildings and infrastructure through assessment of needed retrofits to function properly while subject to increased climate hazard frequency such as flooding, extreme heat, regional wildfires, and landslides.
- **Resilient power.** Partner with utility companies to improve grid resilience and backup power for the community including utility activities that:
    - Harden vulnerable overhead lines against winds and wildfires;
    - Protect energy infrastructure and increase redundancy of energy storage and distribution systems in surrounding hazard zones for wildfire;
    - Invest in sustainable backup power sources to provide redundancy and continued services for critical facilities during periods of high demand during extreme heat events; and
    - Explore the feasibility of installing microgrids, including for critical health care facilities.
- **Climate change education**. In a linguistically and culturally appropriate manner, educate the community, particularly the most vulnerable populations, about climate change, flood control, and community preparedness to increase resilience around hazardous events.

Goal S-10: Integration of relevant plans into the Safety Element Goals and Actions.

Intent: To integrate the measures, actions, and recommendations from relevant plans into the Safety Element, and to make the most efficient use of efforts and resources for achieving hazard mitigation, public health, and safety outcomes. To achieve this, the City adopted the 2022 Monterey County Multi-Jurisdiction Hazard Mitigation Plan, Annex L, and the following policies complement and regularly integrate MJHMP actions.

Policies:

- **2022 MJHMP actions.** Implement the mitigation actions identified in the Monterey County Multi-Jurisdiction Hazard Mitigation Plan Annex L (Table L-18) for the City of Seaside.
- **Future updates to the MJHMP.** Incorporate future updates to the MJHMP and new mitigation actions identified will be incorporated into the Safety Element during the next update to ensure plan alignment.
- **Alignment with Seaside Fire Department 2019-2024 Strategic Plan.** Support the responsible parties in addressing the critical issues and service gaps identified, and achieving the goals and objectives outlined in the Fire Department Strategic Plan. If there is staff turnover, help ensure continuity of plan implementation through timely staffing and reassignment of objectives as needed.