

MARIN COUNTY SHERIFF OFFICE OF EMERGENCY SERVICES (OES)

MISSION, ORGANIZATION AND PROGRAM DESCRIPTION



JULY 2007



Marin County Sheriff, Office of Emergency Services
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San Rafael, CA 94903-4189
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<http://www.co.marin.ca.us/disaster/>



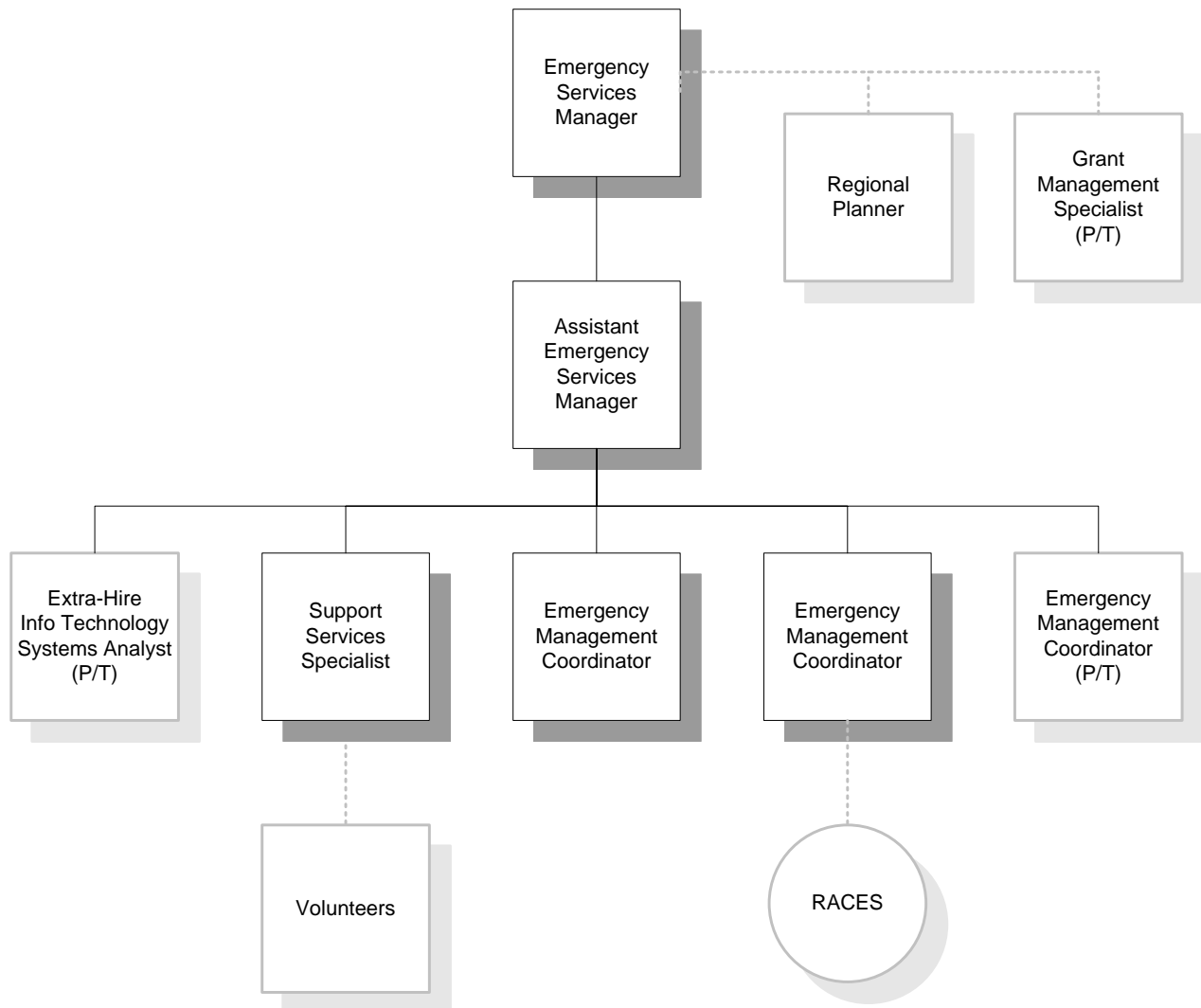
Marin County Sheriff Office of Emergency Services

3501 Civic Center Dr., Room 266, San Rafael, CA 94903
(415) 499-6584 FAX (415) 499-7450

MISSION

Lead efforts to protect life, property & the environment by developing, coordinating and managing programs that prevent, prepare for, respond to, recover from, and mitigate natural and man-made disasters and emergencies.

ORGANIZATION



PROGRAM ELEMENTS AND KEY COMPONENTS

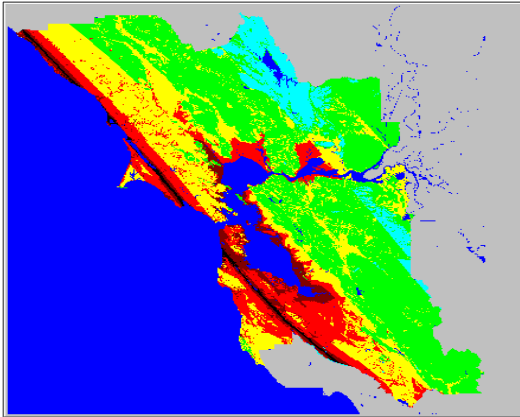
The Marin County Sheriff's Office of Emergency Services program is organized within the framework contained in the National Fire Protection Association (NFPA) 1600 Standard on Disaster/Emergency Management and Business Continuity Programs. The order of the program elements does not necessarily represent their importance or priority.

OES Program Elements:

1. Hazard Identification, Risk Assessment, and Impact Analysis
2. Hazard Mitigation
3. Planning
4. Direction, Control, and Coordination
5. Communications and Warning
6. Operations and Procedures
7. Logistics and Facilities
8. Resource Management
9. Mutual Aid
10. Training
11. Exercises, Evaluations, and Corrective Actions
12. Crisis Communications and Public Information
13. Finance and Administration
14. Laws and Authorities

Significant components for each element are detailed on the following pages.

ELEMENT ONE: HAZARD IDENTIFICATION AND RISK ASSESSMENT



Identify situations or conditions that have the potential of causing injury to people, damage to property or the environment, and assess the likelihood, vulnerability, and magnitude of incidents that could result from exposure to hazards.

- Operational Area Emergency Operations Plan (EOP) Hazards Analysis
Develop detailed and realistic threat summaries that define the man-made, natural, and technological threats that face jurisdictions within the Operational Area. Coordinate the efforts of local, state, and federal agencies performing this role. Review structural inventory and demographic data. Monitor existing threats as they develop and forecast potential impacts.
- Marin Countywide Plan
Assist in developing the new Marin Countywide Plan. Participate as an active member of working groups, sub-committees and workshops. Provide input on factors that create or exacerbate natural, man-made, or technological hazards. Develop draft language.
- Domestic Preparedness (Terrorism) Threat Assessment and Equipment
Coordinate on-going review of terrorism threat to Operational Area jurisdictions. Evaluate specific and general threats. Administer Marin Operational Area participation in the federal Homeland Security Grant Programs and coordinate efforts with local, state, and federal agencies.
- Hazards U.S. (HAZUS) Natural Hazard Loss Estimation Methodology
Serve as lead agency for implementing use of HAZUS computer software to develop accurate estimates of the impacts of natural hazards in the Marin Operational Area jurisdictions.
- Oil Spill Prevention and Response (OSPR) Local Government Participation (LGP)
OSPR is a function of the CA Dept. of Fish and Game. Administer the OSPR program for the Marin Operational Area. Develop detailed estimates of potential impacts and affected areas.
- Marin Operational Area Pandemic Influenza Preparedness
Serve as Vice-Chair and primary staff support to Task Force for 2006. Identify and assess the threat to Marin County residents and visitors. Develop preparedness plans and activities. Participate in regional, state and federal planning efforts. Obtain state and federal assistance as required or available. Serve as lead for Continuity of Operations planning for Pandemic Influenza.
- National Tsunami Hazard Mitigation Program Task Force
Develop mitigation programs in response to the threat of tsunamis. Participate in regional, state and federal planning efforts. Obtain state and federal assistance as required or available. Support efforts to map potential tsunami inundation areas.

- Marin County West Nile Virus Task Force
Participate as an active member of the Task Force. Provide input on the primary and secondary threats posed. Support mitigation, response and public information efforts. Coordinate state assistance as necessary.
- Marin County Sudden Oak Death Task Force
Participate as an active member of the Task Force. Provide input on the primary and secondary threats posed. Support response and recovery planning efforts. Coordinate state assistance as necessary.
- Dam Safety Program
Develop and administer a comprehensive program to identify the potential threats posed by dam failures as well as the potential areas of inundation. Coordinate efforts with State Office of Emergency Services to ensure compliance with State laws and regulations.
- Miscellaneous threat-specific events (i.e. Electrical Outages)
Develop detailed threat analysis for emerging threats and forecast potential impacts. Act as subject matter expert for non-traditional threats such as electrical outages, El Nino, or climate change. Serve as information resource for Operational Area jurisdictions. Act as coordinating agency for Operational Area response and recovery efforts as necessary.

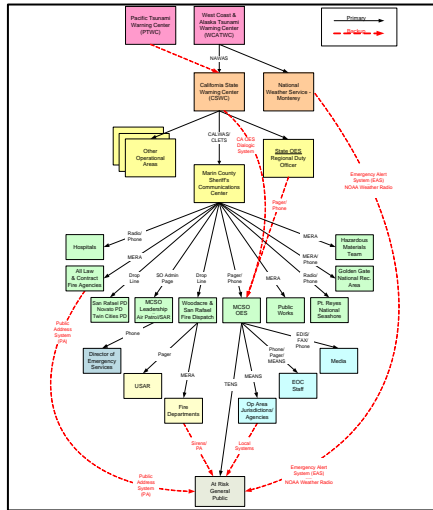
ELEMENT TWO: HAZARD MITIGATION



Eliminate hazards that constitute a significant threat, or reduce the effects of hazards that cannot be eliminated.

- Marin Countywide Plan
Assist in developing the new Marin Countywide Plan. Participate as an active member of working groups, sub-committees and workshops. Provide input on factors that create, exacerbate, or mitigate natural, man-made, or technological hazards. Develop draft language.
- Marin Operational Area Hazard Mitigation Plan
Develop a consolidated Hazard Mitigation Plan for all jurisdictions within the Operational Area. Coordinate stakeholder participation, public input, and approval by local, state, and federal agencies.
- Disaster & Citizen Corps Council (DC3) - Public Disaster Education & Preparedness Committee
Support and coordinate activities of the Committee in developing and implementing natural and man-made hazard mitigation programs and public education.
- FEMA Hazard Mitigation Grant Program (HMGP)
As necessary coordinate the participation of Operational Area jurisdictions in the grant program. Coordinate the development of potential mitigation projects, oversee the application process, and assist in management of the mitigation reimbursement process. Act as liaison to the State Office of Emergency Services and the Federal Emergency Management Agency (FEMA).
- National Flood Insurance Program (NFIP)
Monitor the participation of Operational Area jurisdictions in the program. Maintain current NFIP flood inundation maps.

ELEMENT THREE: PLANNING



Develop, distribute, coordinate, and maintain comprehensive emergency management plans and procedures. Assist Operational Area jurisdictions and organizations with planning.

- **Operational Area Emergency Operations Plan (EOP)**
 Develop and maintain the master EOP that serves as the legal and conceptual framework for emergency management in the Marin Operational Area. The EOP establishes the emergency management concepts and organization necessary for response to any significant emergency or disaster affecting the Operational Area. Publish or revise the EOP every five years.
- **Operational Area EOP Annexes**
 Develop functional annexes to the EOP, which provide detailed guidance on managing response and recovery operations in relation to specific threats or critical activities. Examples include Tsunami, Spontaneous Volunteers, Post-Disaster Housing, Care & Shelter, Oil Spill, and Medical/Health.
- **Model City EOP**
 Provide a model EOP to incorporated cities and towns within the Operational Area. This ensures compatibility with the Operational Area EOP and supports enhanced coordination among the jurisdictions.
- **Threat-Specific Contingency Plans**
 As new and unique threats arise, assess the threat, research response options and resources and develop plans to coordinate response and recovery efforts. Examples include Homeland Security Threat Level Red, Anthrax, and Weapons of Mass Destruction.
- **Marin Civic Center Building Emergency Plan**
 Develop and manage the comprehensive emergency plan to ensure the safety of staff and visitors in the Marin County Civic Center. Staff and equip an employee Emergency Response Team to carry out emergency actions as necessary. Conduct training for Emergency Response Team members and building tenants. Coordinate periodic exercises including evacuation drills. Install signs and communications systems as necessary.
- **Marin OES Strategic Plan**
 Administer a five-year plan to guide the management of OES's major programs. Revise the plan as necessary to reflect changes in mission, priorities, and resources or in response to actual events.

- Oil Spill Response Plan
Develop and maintain the Operational Area Plan for responding to oil spills off the Marin coastline or along the Marin County shoreline of the San Francisco Bay. Ensure coordination with local, state and federal partners in the Bay Area. Maintain emergency contacts and resources lists.
- Operational Area Recovery Plan
Develop and maintain the plan, which establishes the emergency management concepts and organization necessary for guiding recovery efforts following any significant emergency or disaster affecting the Operational Area. Specific guidance includes post-disaster housing, debris management, and cost-recovery.
- Hazard Mitigation Plan
Develop and maintain the master Mitigation Plan that serves as the legal and conceptual framework for preventing or reducing the impact of disasters in the Marin Operational Area. Publish or revise the EOP every five years.
- Special Needs Populations Plan
Special needs populations include individuals, who, due to physical, mental, developmental conditions, advanced age, or language barriers, are functionally limited in their ability to independently carry out activities of daily living; or such individuals who, due to a disaster (actual or impending), are at increased risk of being functionally limited in their ability to independently carry out activities of daily living. Develop and maintain the plan for identifying, assessing, and providing emergency management services to these populations.
- Regional Emergency Coordination Plan (RECP)
Participate in the development of the San Francisco Bay Area Regional Emergency Coordination Plan. A 2005-2007 initiative of the ten Bay Area counties and the Coastal Region State OES. DHS grant funding provides a consulting firm, URS, to support efforts of the ten San Francisco Bay Area Operational Areas to coordinate efforts to create solutions to issues involved in major regional disasters.
- Regional Plans
Develop or participate in the development of regional emergency response plans. Examples include the Golden Gate Major Incident Response Plan and Project Safe Return.

ELEMENT FOUR: DIRECTION, CONTROL, AND COORDINATION



Develop the capability to direct, control, and coordinate Operational Area response and recovery operations.

- Standardized Emergency Management System (SEMS)
Serve as the proponent agency for the implementation of SEMS within the Operational Area. Develop and administer SEMS training programs. Maintain records of all Operational Area government personnel trained in SEMS.
- National Incident Management Systems (NIMS)
Serve as the proponent agency for the implementation of NIMS within the Operational Area. Develop and administer NIMS training programs. Ensure compliance with NIMS for operational planning and grant eligibility.
- National Target Capabilities List (TCL)
Serve as the proponent agency for the implementation of the TCL within the Operational Area. Develop and administer TCL guidance. Ensure compliance with the TCL for operational planning and grant eligibility.
- Operational Area Emergency Operations Plan (EOP)
Develop and maintain the master EOP that serves as the legal and conceptual framework for emergency management in the Marin Operational Area. The EOP establishes the emergency management concepts and organization necessary for response to any significant emergency or disaster affecting the Operational Area.
- Marin County Code (Title 2, Chapter 2.99)
Review sections of the Marin County Code that relate to emergency management and the continuity of government. Ensure that the County has the legal basis necessary to conduct emergency planning, response, and recovery operations.
- Operational Area Disaster Service Worker (DSW) Registration Guidelines
Develop and implement a standardized DSW management program for the Operational Area. Develop registration procedures, and provide materials and assistance to local jurisdictions. Maintain a centralized database of all registered DSWs and issue standardized ID cards.

- Operational Area Memorandums of Understanding (MOUs)
Administer and execute MOUs with each of the ten incorporated cities and towns within the Operational Area for the provision of emergency management services and support. Develop the Operational Area team.
- Marin County Disaster & Citizen Corps Council
On behalf of the County Director of Emergency Services, serve as the administrator and recorder for the Marin County Disaster Council. The Council is empowered to study, revise, and recommend to the Board of Supervisors for adoption, the County's emergency plan. The Council also services as the Operational Area Citizen Corps Council.
- Operational Area Emergency Operations Center (EOC) Leadership Team
Maintain a core working group of EOC leaders to continually refine EOC procedures and oversee staff training and preparedness.

ELEMENT FIVE: COMMUNICATIONS AND WARNING



Develop and maintain a reliable communications capability to alert public officials and emergency response personnel, warn the public, and effectively manage response to an actual or impending emergency or disaster.

- Marin County Telephone Emergency Notification System (TENS)
Ensure the maintenance, exercising and operation of the dedicated computer-telephone notification system that is capable of rapidly delivering recorded emergency public information messages to large areas of the Operational Area or to pre-established lists of personnel. Messages may be either public warning or emergency information. Coordinate and authorize use by other agencies and jurisdictions.
- Marin Emergency Automated Notification System (MEANS)
Ensure the maintenance, exercising and operation of the computer-telephone notification system that is capable of rapidly delivering recorded emergency messages to pre-established contact lists. Coordinate and authorize use by other agencies and jurisdictions.
- Emergency Alert System (EAS)
EAS is designed to enable TV and radio broadcasters to disseminate emergency public information on behalf of local, state and federal authorities. OES maintains liaison with the local broadcasting community and is responsible for coordination and authorization of EAS activation within the Marin Operational Area.
- Marin County Civic Center Group Alert System (GAS)
Ensure the maintenance, exercising and operation of the dedicated, radio communications system supporting the Civic Center Building Emergency Plan.
- Radio Amateur Civil Emergency Service (RACES)
Administer, train, and manage the RACES program and its members. The mission of the RACES is to provide volunteer staff to OES in support of any possible need relative to communications in an emergency. RACES provides a variety of resources including administrative, technical and operational, for emergency communications between local and state agencies. RACES members are registered Disaster Service Workers and carry a Marin Sheriff's RACES identification card.

- Operational Area Satellite Information System (OASIS)
 Via a dedicated satellite link, OASIS serves as the emergency backup voice/data communications system between the Marin Operational Area and state or regional Emergency Operations Centers (EOCs). Marin OES is responsible for coordination and authorization of OASIS use within the Marin Operational Area.
- Response Information Management System (RIMS)
 RIMS is an internet-based, information database and retrieval system designed to operate over standard telephone modem or the OASIS system. Operated by State OES, the system serves as a platform for the collection, organization and dissemination of disaster information. Requests for support are transmitted and managed via this system. Marin OES is responsible for coordination, training and authorization of RIMS use within the Marin Operational Area.
- Emergency Digital Information System (EDIS)
 EDIS provides local, state and federal agencies with a direct computer link to the news media and other agencies during emergencies. EDIS may carry press releases, special information bulletins, or EAS messages for TV broadcasters to use in scrolling a message on screen. OES is responsible for coordination and authorization of EDIS activation within the Marin Operational Area.
- California Emergency Services Radio System (CESRS)
 CESRS serves as an emergency radio communications system between State OES and the Marin Operational Area. Communications are provided through a number of microwave interconnected mountain top relays. Marin OES is responsible for coordination, maintenance, and authorization of CESRS use within the Marin Operational Area.
- Marin Operational Area Satellite Telephone Network
 Manage and maintain the grant-funded, portable satellite telephone systems distributed throughout the Operational Area. These are intended for use in remote locations or when other systems are unavailable. Revise and publish the Satellite Phone Directory as needed.
- California Coastal Region Videoconference System
 Manage and maintain the grant-funded, video conference system installed in the primary EOC. Train and employ the system within the Operational Area as needed.
- San Francisco Bay Area Satellite Radio/Telephone System
 Manage and maintain the grant-funded, satellite radio/telephone installed in the primary EOC. Train and employ the system within the Operational Area as needed.
- Operational Area Emergency Operations Center (EOC) and Alternate EOC Telephone Systems (including TDD)
 Manage and maintain the telephone system located within the EOC and alternate EOC and prepare the EOC phone directory for use by EOC staff and Operational Area jurisdictions.
- Operational Area Emergency Operations Center (EOC) and Alternate EOC Fax Systems
 Manage and maintain the faxing systems located within the EOC and alternate EOC. In addition, manage the County's broadcast fax server, and contracted bulk-faxing services.
- Mobile Communications and Command Unit (MC-1)
 Manage and maintain the mobile command and communications vehicle for use in support of field incidents, exercises, or emergencies. MC-1 has conference/work area and multiple communications dispatcher stations.

- Electrical Outage Notification System
Develop and maintain the ability to develop and disseminate urgent or emergency information related to impending or occurring rotating electrical outages to local public safety officials. The primary method is via the Marin Emergency Automated Notification System (MEANS).
- Marin Emergency Advisory Radio System (MEARS)
Manage and maintain the localized AM band radio broadcast system that provides continuous broadcasting of emergency information in the Throckmorton Ridge area, Muir Woods Park, and the Cascade Canyon areas of Mill Valley. The signal has a radius of approximately five miles. Non-operational as of December 2006.
- Throckmorton Ridge Sirens
Marin OES manages and maintains the localized siren system for the Throckmorton Ridge areas that is intended to alert local residents to an emergency such as wildfire. The siren is designed to be used in combination with the MEARS radio system (see item above). Non-operational as of December 2006.
- Tsunami Warning System
Assess the potential for developing and managing public safety warning system for areas of the Operational Area that may be impacted by a large tsunami. Potential methods include sirens, public address systems and existing systems including TENS.
- Government Emergency Telecommunications System (GETS) / Wireless Priority System (WPS)
Manage and maintain the County's participation in the systems that support priority access to telephone (GETS) and cellular telephone (WPS) systems for designated officials in the event these systems become overloaded during an emergency event. Order, distribute and validate access cards and codes.
- Marin Emergency Radio Authority (MERA)
Manage and maintain the MERA public safety mobile and portable radios assigned to OES staff and the Operational Area EOC. Manage the MERA portable radio cache for use by Operational Area jurisdictions. Supervise use of the OES and EOC talk groups.
- Office of Emergency Services (OES) Webpage
Manage content for the OES webpage on the Sheriff's Office website including preparedness information, emergency plans, as well as links to local, state and federal agencies.
- Current Emergency Web Posting
Manage, in coordination with Information Systems Technology, the "current emergency" posting on the county web site. Facilitate use by OES, EOC staff, Marin County Sheriff's Communications Center and Sheriff's Office to immediately post emergency public information including threat assessments, road status, school closures, and media bulletins
- Marin County Emergency Telephone Conference Call
Manage and maintain the 50-port audio teleconferencing service. Link public safety agency representatives with OES in order to relay information and coordinate efforts. Ensure 24/7 accessibility, security. Facilitate conference calls.
- TAC PAC
Manage and maintain the OES field-deployable, integrated computer, printer, and fax system.

ELEMENT SIX: OPERATIONS AND PROCEDURES



Develop, coordinate, and implement operations, policies, plans, and procedures for response and recovery actions. These include tactical response plans, damage assessment plans, and Emergency Operations Center (EOC) Standard Operating Procedures (SOPs).

- Operational Area Emergency Operations Center (EOC) Operations Manual
Maintain the procedures to be used in activating and operating the Operational Area EOC. Subjects include the activation checklist, position-specific duty descriptions, duty checklists, and EOC forms.
- Operational Area Alternate Emergency Operations Center (EOC) Operations Manual
As above but customized for the alternate facility.
- Radio Amateur Civil Emergency Service (RACES) Admin. Manual & Field Operations Guide
Maintain the procedures to be used in managing and directing operations of the RACES organization. Subjects include policies, procedures, and checklists that govern the activation and operation of the RACES organization. Listings of current RACES radio frequencies and locations are also found within the manual.
- Mobile Communications and Command Unit (MC-1) Operators Handbook
Maintain the procedures to be used in activating and operating MC-1. Subjects include the activation checklist, equipment operations, and vehicle operations.
- Employee Emergency Response Procedures Guide (EERPG)
Maintain the procedures to be used by employees in support of the Marin Civic Center Building Emergency Plan.
- Public Information Officer (PIO) Handbook
Maintain the primary reference and resource guide for use by PIOs in an emergency or disaster. Contents include media contacts, sample press releases, answers to frequently asked questions, and general Operational Area orientation materials.
- Damage Assessment SOP
Develop and maintain the procedures to be used in developing an Initial Damage Estimate (IDE) as well as more formal damage assessments.
- Marin OES administrative procedures
Maintain those procedures and policies needed to direct staff in conducting routine administrative actions.

- OES Staff Duty Officer (SDO) Standard Operating Procedures (SOPs)
The Marin County Sheriff's OES Staff Duty Officer (SDO) serves as the 24/7 point of contact and action agent for all threat notifications and public warning missions, as well as the on-scene OES liaison to County departments, municipalities, and special districts during emergencies of limited scope. The SDO performs a time-sensitive, public safety support function for the County of Marin and the Marin Operational Area

- Local Assistance Center Handbook
Maintain the procedures used to develop and manage a Local Assistance Center (LAC). The LAC serves as a "one-stop shop" for the consolidation and distribution of information and resources to those residents and businesses affected by a disaster. Representatives from many local, state, and federal agencies as well as Community Based Organizations provide services directly to disaster victims.

ELEMENT SEVEN: LOGISTICS AND FACILITIES



Identify, locate, acquire, distribute, and account for services, resources, materials, and facilities that support emergency management.

- Operational Area Emergency Operations Center (EOC)
Manage the Operational Area EOC facility including administration, maintenance, and training and activities. The Marin EOC is a location from which centralized emergency management can be performed during a major emergency or disaster in order to facilitate a coordinated response by community, local, state and federal agencies. EOC staffing depends upon the situation. The Marin Operational Area EOC is located in the Marin County Civic Center.
- Alternate Operational Area Emergency Operations Center (Alternate EOC)
Maintain an alternate, or backup, facility that can immediately and fully support EOC operations in the event the primary EOC is damaged or unavailable. The Marin Operational Area Alternate EOC is currently located at the Marin Center.
- Marin OES administration office
Maintain the OES offices to support staff efforts including administration, logistics, communications, and pre-event threat monitoring.
- Operational Area Emergency Operations Center (EOC) Staff
Identify, train, and exercise personnel sufficient to staff each EOC position for two shifts.
- Marin Satellite Phone Cache
Maintain a set of portable, voice/data-capable, satellite telephones that can be loaned to Operational Area jurisdictions in support of emergency response or other significant event.
- Marin OES Portable Radio Cache
Maintain a set of portable radios that can be loaned to Operational Area jurisdictions in support of emergency response or other significant event.
- Marin OES Staff Equipment and Supplies
Develop and maintain equipment and supplies sufficient to allow OES staff and programs to operate independently for a minimum of 72 hours.

ELEMENT EIGHT: RESOURCE MANAGEMENT



Develop methodologies for the prompt and effective identification, acquisition, distribution, accounting and use of personnel and major items of equipment for essential emergency functions.

- Operational Area Emergency Operations Center (EOC) staff
Maintain a comprehensive EOC staffing program with at least three individuals identified, trained and prepared to assume each EOC staff position. Coordinate with County leadership to develop support for EOC staff training and exercising.
- Marin County American Red Cross (ARC) Shelter Inventory
Coordinate with the American Red Cross to maintain a current and detailed inventory of potential emergency public shelter facilities in the Operational Area. Assess each facility for accessibility and potential for sheltering populations with medical or special needs.
- Operational Area Disaster Service Worker (DSW) Records and Guidelines
Develop and implement a standardized DSW management program for the Operational Area. Develop registration procedures, and provide materials and assistance to local jurisdictions. Maintain a centralized database of all registered DSWs.
- Critical Incident Stress Management (CISM)
Develop and coordinate procedures for providing CISM during major events. Evaluate and modify existing plans and procedures to safeguard the mental health of emergency responders, staff and victims.
- Donated Goods Guidelines
Develop and coordinate policies and procedures with Operational Area community-based organizations to maximize and expedite the use of donated goods and services including food, labor, equipment, supplies, and money.
- Contingency resource contracts
Assist in the development and maintenance of vendor contracts that can support emergency response and recovery operations including potable water, feeding, as well as essential equipment, supplies and services.

ELEMENT NINE: MUTUAL AID



Assess, monitor, and develop Mutual Aid programs and agreements that support major emergency or disaster response. Ensure integration and coordination with entire emergency management organization.

- Public Safety Mutual Aid
Assess the capabilities and limitations of existing Mutual Aid systems. Integrate into Operational Area emergency plans and organizations. Support Mutual Aid Coordinators in each discipline.
- Emergency Managers Mutual Aid (EMMA)
Maintain and coordinate participation in the EMMA program. Ensure staff meet minimum qualifications, are equipped properly, and have required support equipment.
- Mutual Aid Regional Advisory Committee (MARAC)
Represent the Marin Operational Area at the State Office of Emergency Services Mutual Aid Regional Advisory Committee.

ELEMENT TEN: TRAINING



Assess, develop, and implement a training and educational program for the Operational Area emergency management team and emergency response personnel.

- Marin Emergency Staff Development Program (MESDP)
Coordinate, and conduct training for staff of the Operational Area EOC, incorporated city/town EOCs, and Department Operations Centers (DOCs). Training subjects include the Standardized Emergency Management System (SEMS), general EOC operations, section operations, message flow, and individual position overviews. Provide training to all new County employees on SEMS, Disaster Service Worker roles, and personal preparedness.
- Standardized Emergency Management System (SEMS)
Serve as the proponent agency for the implementation of SEMS within the Operational Area. Develop and administer SEMS training programs. Maintain records of all Operational Area government personnel trained in SEMS.
- National Emergency Management System (NIMS)
Serve as the proponent agency for the implementation of NIMS within the Operational Area. Develop and administer NIMS training programs.
- Operational Area Exercise Design
Coordinate and facilitate the design of exercises by Operational Area jurisdictions by conducting training for exercise design teams.
- Radio Amateur Civil Emergency Service (RACES) volunteers
Coordinate and provide training to RACES volunteers to facilitate their integration into the Operational Area emergency management programs. Training subjects include SEMS, EOC operations, and emergency messaging.
- Community Emergency Response Teams (CERT)
Indirectly support the formation and training of CERT teams throughout the Operational Area. Support the development of a standardized set of reference and training materials. Maintain a standardized CERT reference manual. Integrate CERT teams into local and Operational Area emergency planning and response efforts.
- Marin Civic Center Building Evacuation Team (BET)
Coordinate and conduct training for ERT members to carryout actions under the Civic Center Building Emergency Plan.

- Public Information Officer (PIO)
Develop, coordinate, and conduct training for emergency Public Information Officers and support staff.
- CA Specialized Training Institute (CSTI) / FEMA course coordination
Request, coordinate and support CSTI/FEMA emergency management courses for the Operational Area. Publicize course availability and enroll students. Courses include Introduction to Emergency Management, Exercise Design, Use of Volunteers, Sustained Operations, and Public Information Officer.
- Training resources and library
Develop and administer a comprehensive collection of materials to support emergency management training including references audio-visual aids, course outlines, instructor guides, and student handouts. Develop materials as necessary and make available to emergency managers and the general public.

ELEMENT ELEVEN: EXERCISES, EVALUATIONS, AND CORRECTIVE ACTIONS



Assess and evaluate emergency response plans and capabilities through a program of regularly scheduled tests and exercises. Take corrective steps as necessary.

- Operational Area table-top, functional, and full-scale exercises
Coordinate and conduct an annual Operational Area functional exercise using various threat scenarios. Coordinate and conduct a full-scale exercise every four years using various threat scenarios. Utilize Exercise Design teams to develop the exercise plan. Ensure the full participation of all Operational Area and State jurisdictions and agencies which play a role in emergency response and recovery.
- California State and Regional table-top, functional, and full-scale exercises
Help develop and participate in state-wide and regional tabletop, functional, and full-scale exercises including the Golden Guardian, Statewide Medical Health Exercise, and UASI programs. Coordinate most Operational Area participation in these events.
- Homeland Security Exercise and Evaluation Program (HSEEP)
Coordinate and manage local jurisdiction participation in the DHS-sponsored exercise management program. HSEEP is intended to provide for a standardized methodology and language for the design, development, conduct and evaluation of all emergency management and homeland security exercises at all levels of government in the U.S. Submit all data into the National Exercise Schedule (NEXS).
- NIMS Capability Assessment Support Tool (NIMSCAST)
Coordinate and manage local jurisdiction participation in the federal assessment of capability to prepare for, prevent, respond to, and recover from a disaster or terrorist attack. This may determine future grant eligibility. Conduct the evaluation annually.
- Local Capability Assessment for Readiness (L-CAR)
Conduct an internal evaluation of the OES program using the FEMA L-CAR tool. Provide feedback to stakeholders. Conduct the evaluation as needed.
- Operational Area jurisdiction exercise support and assessment
Provide support to Operational Area jurisdictions as they conduct exercises. Support may include exercise design, coordination, serving as simulators, or evaluating performance.
- After-Action Reviews and Reports
Encourage and coordinate the use of after-action reviews immediately following any actual emergency or exercise to capture participant feedback and lessons learned. Following major events, encourage the publication of after-action reports to share lessons learned.

- Action Plans / Corrective Action Plans
Enforce the use of formal action plans in training, exercises and actual events to manage response and recovery activities at all levels. Participate in the DHS-sponsored Corrective Action Program (CAP) web-based application that tracks implementation of Corrective Actions identified during exercises.

- Plan revisions
Revise plans, procedures, and policies as needed depending upon input received through after-action reviews, after-action reports, de-briefs and informal comment. Exercise revised plans and obtain approval from appropriate authorities. Coordinate revisions of plans which affect more than one jurisdiction or discipline.

ELEMENT TWELVE: CRISIS COMMUNICATIONS, PUBLIC EDUCATION, & INFORMATION



Disseminate and respond to requests for information before, during, and after an emergency or disaster. Provide information to employees, responders, the public, and the media. Develop, implement, and coordinate public education programs regarding hazards and preparedness.

- Threat Specific Preparedness Campaigns
Organize and coordinate focused public education campaigns to enhance personal and community preparedness. Campaigns include Earthquake Preparedness Month, Winter Storm Preparedness Week, and FireSafe Marin campaigns.
- Public Education Literature
Maintain and distribute a wide variety of disaster preparedness and response literature. Ensure materials are available in foreign languages and different media. Distribute literature to Operational Area jurisdictions or directly to the public.
- Public Education Resource Library
Maintain and distribute a wide variety of emergency management references including preparedness guides, training materials, and technical documents. Make materials available to Operational Area staff and public.
- Marin OES Web Site
Develop and maintain an accessible web site that allows users to access Operational Area emergency management plans, forms, training materials, and records. Post emergency information during actual events.
- Community and Organizational Presentations
Present dynamic presentations to local neighborhoods, community groups, and government agencies on emergency management subjects. Subjects include disaster preparedness, threat-specific briefings, and emergency management systems.
- Media outreach
Develop working relationships with local media to enhance public education and facilitate communications during an emergency or disaster.
- Public Information Officer (PIO)
Marin OES staff serve as public information officers and respond to requests from the media regarding emergency preparedness or response efforts during an emergency or disaster.
- Emergency Public Information Hotline (415-473-5614)
Install, operate and maintain a telephone hotline in order to deliver timely and accurate information to the public during an emergency or disaster.
- Emergency Employee Information Hotline
Maintain and coordinate use of the Marin County Employee Hotline in order to deliver timely and accurate information to employees during an emergency or disaster.

ELEMENT THIRTEEN: FINANCE AND ADMINISTRATION



Develop fiscal and administrative procedures designed to support emergency measures before, during, and after emergency or disaster events, and to preserve vital records.

- Marin County / Cities and Towns Memorandums of Understanding (MOUs)
Maintain formal agreements with ten cities and towns within the Marin Operational Area to provide emergency management services and support for a fee.
- Emergency Management Performance Grant (EMPG)
Participate in the FEMA EMPG program to provide funding for staff and services. Develop and carryout annual agreements with the State Office of Emergency Services for completing key emergency management functions and programs.
- Oil Spill Prevention and Reduction (OSPR) Local Government Participation (PGP) Grant
Participate in the CA Dept. of Fish and Game OSPR program and administer the OSPR program on behalf of the Marin Operational Area.
- State Homeland Security (SHS) Grants
Serve as the coordinating point for the Operational Area participation in the Dept. of Homeland Security (DHS) State Homeland Security (SHSGP) and Super Urban Areas Security Initiative (SUASI) grant programs. Survey Operational Area jurisdictions and assess response capabilities and shortfalls. Administer grant applications, reports, and funds distribution.
- Community and other local grants
Research, apply, and administer local grants as needed in support of Operational Area emergency management programs and projects.
- FEMA Public Assistance (PA) program
Following a large, presidential declared disaster, serve as the coordinating point for Operational Area jurisdictions wishing to apply for reimbursement of response related costs. Serve as liaison with state and federal agencies including State OES, FEMA, and the SBA.
- Marin OES budget
Develop and manage the budget necessary to sustain OES programs and staff. Coordinate with Sheriff's Business Unit and request changes and additional funds as necessary.

- Marin OES Emergency Contact List
Develop and maintain a database of all key emergency response agencies and personnel including local, county, state, and federal agencies. Prepare rosters in support of various programs including EOC staff activation and the Marin County Disaster Council.
- Marin OES Emergency Vehicle Pass
Develop and maintain a system of vehicle passes which enable registered emergency workers to move into and around restricted areas. The passes are issued primarily to county workers and volunteers with field response duties. These passes do not supercede restrictions due to safety.
- Marin County emergency-related personnel policies and procedures
Develop and manage Marin County personnel policies that affect employees in a declared emergency or disaster.
- Marin County Disaster Council
Provide administrative and technical support to the Disaster Council including facilitating appointment of members, holding meetings, and carrying out assignments. Observe Brown Act requirements.
- Marin County Board of Supervisors Agenda Items
Prepare and submit agenda items for Board of Supervisors meetings including emergency actions, funding authority approvals, and reports on threats or actual events.
- Marin County Proclamations of Local Emergency
Assist in the preparation, execution, and ratification of Marin County proclamations of local emergency as needed. Advise County leaders on procedures, and authorities for proclaiming a local emergency.
- Radio Amateur Civil Emergency Service (RACES) registration
Administer procedures to ensure the timely and accurate registration of RACES volunteers including Disaster Service Worker (DSW) and Sheriff's background investigation compliance.
- Disaster Service Worker (DSW) database
As part of the standardized DSW management program for the Operational Area, maintain a centralized database of all registered DSWs in the Operational Area. Support the documentation of DSW registration and serve as a response resource for locating qualified and trained volunteer DSW personnel.

ELEMENT FOURTEEN: LAWS AND AUTHORITIES



Review and develop Federal, State, and local statutes, and implement regulations that establish legal authority for development and maintenance of the emergency management program and organization, and define the emergency powers, authorities, and responsibilities of the Director of Emergency Services. Represent the Marin Operational Area to Emergency Management professional organizations.

- Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5121)
Legal basis for federal emergency management systems and programs. The primary authority for FEMA. Review applicable sections and submit comments and suggested revisions as needed.
- California Emergency Services Act (Chapter 7, Division 1, Title 2, Government Code)
Legal basis for state and local emergency management systems and programs. The primary authority for State OES and the SEMS program. Review applicable sections and submit comments and suggested revisions as needed.
- Oil Spill Prevention and Response Act (Chapter 7, Division 4, Article 3.5, Government Code)
Legal basis for state and local emergency management systems. The primary authority for the OSPR program. Review applicable sections and submit as needed.
- Marin County Code (Title 2, Chapter 2.99)
Legal basis for Marin County and Operational Area emergency management systems, programs, and authorities. Review and maintain applicability. Provides the method for proclaiming a local emergency and the authority for conducting evacuations.
- City/Town Ordinances of Marin County
Assist local jurisdictions in as-needed review of existing codes and regulations that impact on emergency management programs. Propose new or revised language as necessary. Coordinate compliance with State and Federal directives and guidelines.
- National Fire Protection Association (NFPA) Standard 1600
Research and assess the applicability of NFPA 1600 for organizing Operational Area emergency management programs. Assess the potential for NFPA 1600 accreditation.
- California Coastal Region Mutual Aid Regional Advisory Committee (MARAC)
Actively participate in quarterly MARAC meetings and to facilitate regional coordination and influence regional and state emergency management programs and initiatives.
- California Emergency Services Association (CESA)
Participate as members in this professional organization to encourage staff development, statewide coordination, and develop informal emergency management networking.
- International Association of Emergency Managers (IAEM)
Serve as members in this professional organization to encourage staff development, national coordination, emergency management networking, and pursue professional accreditation.