MISSION, ORGANIZATION AND PROGRAM DESCRIPTION

JANUARY 2016

Marin County Sheriff, Office of Emergency Services
1600 Los Gamos Drive, Suite 200
San Rafael, California 94903
415/473-6584
415/473-7450 (fax)
oes@marinsheriff.org
www.marinsheriff.org
MISSION

Lead efforts to prepare for, mitigate, respond to, and recover from disasters.

ORGANIZATION

Marin County Sheriff’s Office of Emergency Services

Emergency Services Manager

Emergency Services Office Specialist

OES Auxiliary Staff

Emergency Services Coordinator

Auxiliary Communication Service (ACS)

Emergency Services Coordinator

Emergency Services Coordinator

Grant Management Specialist (P/T)
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 Wildlife. Administer the OSPR program for the Marin Operational Area. Develop detailed estimates of potential impacts and affected areas.

- National Tsunami Hazard Mitigation Program Task Force
  Develop mitigation programs in response to the threat of tsunami. 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.

- 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.

- Local Hazard Mitigation Plan (LHMP)
  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.

- 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.
发运，分布，协调，维持全面的应急管理计划和程序。协助操作区域管辖权和组织规划。

- **Operational Area Emergency Operations Plan (EOP)**
  发展并维护主EOP，它作为 Marin 操作区域的法律和概念框架的应急管理工作。EOP 建立了应急管理工作概念和组织必要的响应任何重大紧急事件或灾难影响的操作区。每五年发布或修订EOP。

- **Operational Area EOP Annexes**
  发展功能附件到EOP，它为管理响应和恢复操作与特定威胁或关键活动相关。例子包括海啸，自发志愿者，灾后住房，护理和庇护，油泄漏，和医疗/健康。

- **Model City EOP**
  提供一个模型EOP给 Marin 操作区内的城市和城镇。这确保了与操作区域EOP的兼容性，并支持增强了各司法管辖区的协调。

- **Threat-Specific Contingency Plans**
  当新的和唯一的威胁出现时，评估威胁，研究响应选项和资源，并发展计划来协调响应和恢复努力。例子包括国土安全威胁级别，炭疽，和大规模破坏。

- **Marin Civic Center Building Emergency Plan**
  支持县安全官与 Marin 县民中心的全面紧急计划的发展和管理以确保工作人员和访客的安全。支持工作人员和配备员工疏散队伍（BET）以执行必要的紧急行动。支持建以疏散队伍成员和建筑租客的培训。协调公共应急以往包括疏散演习。支持提供警告和应急通讯的系统。

- **Marin OES Strategic Plan**
  管理一个五年计划来指导OES的主要项目的管理。根据必要的变化在OES的使命，优先和资源或对实际事件的需求。
- **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.

- **Local Hazard Mitigation Plan (LHMP)**
  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.

- **Access and Functional Needs**
  Support Health and Human Services to develop and maintain the planning documents for assessing and providing emergency management services to the Access and Functional Needs populations. These 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.

- **Regional Catastrophic Preparedness Grant Project (RCPGP)**
  Participate in the development of the San Francisco Bay Area Regional Emergency Coordination Plan supporting plans through the RCPGP. A DHS-funded initiative for 14 Bay Area counties and major cities to develop supporting plans to the Regional Emergency Coordination Plan for mass evacuation, mass shelter, mass fatalities, volunteer management and debris removal.

- **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.

- National Incident Management Systems (NIMS)
  Serve as the proponent agency for the maintenance of NIMS within the Operational Area. Develop and administer NIMS training programs. Ensure compliance with NIMS for operational planning and grant eligibility.

- National Preparedness Goal (NPG)
  Serve as the proponent agency for the implementation of the National Preparedness Goal within the Operational Area. Develop and administer NPG guidance, and ensure compliance with it 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 county wide DSW database from registration data provided by local agencies. Provide updates on changes to state workers compensation regulations as they pertain to DSW registration.
- **Operational Area Memorandums of Understanding (MOUs)**
  Administer and execute MOUs with each of the eleven 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.

- “Alert Marin” Emergency Notification System
  Ensure the maintenance, exercising and operation of the dedicated notification system that is capable of rapidly delivering 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.

- Integrated Public Alert and Warning System (IPAWS)
  During an emergency, alert and warning officials need to provide public with life-saving information quickly. IPAWS is a modernization and integration of the nation’s alert and warning infrastructure and will save time when time matters most, protecting life and property. Federal, State, territorial, tribal and local alerting authorities can use IPAWS and integrate local systems that use Common Alerting Protocol standards with the IPAWS infrastructure. IPAWS provides public safety officials with an effective way to alert and warn the public about serious emergencies using the Emergency Alert System (EAS), Wireless Emergency Alerts (WEA), the National Oceanic and Atmospheric Administration (NOAA) Weather Radio, and other public alerting systems from a single interface.

- Emergency Alert System
  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.

- Radio Amateur Civil Emergency Service/ Auxiliary Communications Service (RACES/ACS)
  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.

WebEOC Information Management System
Marin OES is responsible for coordination, training and authorization of WebEOC use within the Marin Operational Area. WebEOC Professional is a web-enabled, user-friendly, and locally-configurable incident and event management system. With access to the Internet, authorized emergency managers and EOC Staff, regardless of location, can enter and view incident information in WebEOC status boards. WebEOC Professional enables users to manage multiple incidents and daily events, assign and track missions and tasks, provide situation reports, manage resources. WebEOC is a collaboration tool that creates a common operating picture, enabling emergency managers to share information and make sound decisions quickly.

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.

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.

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 Alert Marin.

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 website. 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.

- **Social Media During Activations**
  During activations, the public information staff sends out messages using a variety of social media. The main use of social media is to control rumors by sending out verified information. Social media posts are also used to inform the public during rapidly changing situations where traditional media (press releases, for example) may not reach the target audiences in a timely manner. A secondary use is to gather intelligence from sources in the field. This intelligence must be verified by the EOC Planning & Intelligence Section.

- **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.
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.

  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.

- 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 Sheriff’s Emergency Operations Facility (EOF) on Los Gamos Drive in San Rafael.

- 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 located at the Marin County Jail.

- 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 three 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 county wide DSW database from registration data provided by local agencies. Provide updates on changes to state workers compensation regulations as they pertain to DSW registration.

- **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 OES Training Program**
  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), WebEOC, general EOC operations, section operations, message flow, 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 standardizedCERT reference manual. Integrate CERT teams into local and Operational Area emergency planning and response efforts.

- **Marin Civic Center Building Evacuation Team (BET)**
  Support the coordination and training of BET 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.
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 a bi-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.

- **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 and Resource Library**
  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. Also 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 eleven 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, and apply for reimbursement.

- 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, and apply for reimbursement.

- Homeland Security (HS) Grants
  Serve as the coordinating point for the Operational Area participation in the Dept. of Homeland Security (DHS) State Homeland Security (SHSGP) and Urban Areas Security Initiative (UASI) grant programs. Survey Operational Area jurisdictions and assess response capabilities and shortfalls. Administer grant applications, reports, and funds distribution. Manage the grant process, track receivables, reimburse sub recipients, and apply for reimbursements. Inventory and track equipment as well as maintain files as directed by FEMA.

- 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 Disaster and Citizen Corps Council.

• **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 Operational Area Disaster and Citizen Corps Council (DC3)**
  Provide administrative and technical support to the Disaster Council including facilitating appointment of members, holding meetings, and carrying out assignments. Observe Brown Act requirements. Also provide administrative support to the standing committee of the Disaster Council (Public Disaster Education & Preparedness), which meets regularly to identify and support the best disaster preparedness practices in Marin County, and to regularly report to the council its findings. It also makes recommendations to the Council meant to enhance disaster preparedness, public education, collaboration, and community resilience in Marin.

**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/Auxiliary Communications Service (RACES/ACS) Registration**
  Administer procedures to ensure the timely and accurate registration of RACES/ACS volunteers including Disaster Service Worker (DSW) and Sheriff’s background investigation compliance.

• **Disaster Service Worker (DSW) database**
  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 county wide DSW database from registration data provided by local agencies. Provide updates on changes to state workers compensation regulations as they pertain to DSW registration.
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.