

Emergency Operations Plan (EOP)
Town of Ross
Ross, California



February 11, 2021

Table of Contents

Introduction.....	7
1.1 Purpose and Scope.....	7
1.2 Situation.....	8
1.3 Planning Assumptions.....	20
1.4 Defining Emergencies – Incidents and Disasters.....	21
1.5 Authorities.....	23
1.5.1 Town.....	23
1.5.2 County.....	23
1.5.3 State.....	23
1.5.4 Federal.....	24
2 Management and Command.....	25
2.1 National Incident Management System (NIMS).....	25
2.2 Standardized Emergency Management System (SEMS).....	27
2.3 Incident Command System (ICS).....	28
2.4 Management and Control Responsibilities.....	30
2.4.1 Cities in Operational Area.....	30
2.4.2 Marin County (Operational Area).....	30
2.4.3 State and Regional Level.....	32
2.5 Town of Ross Emergency Management Organization.....	33
2.6 Town of Ross EOC Staff and Positions.....	34
2.7 Emergency Proclamations.....	40
2.7.1 Local Emergency.....	40
2.7.2 State of Emergency.....	41
2.8 Essential Facilities - Primary and Alternate EOC.....	42
2.8.1 Emergency Operations Center.....	42
2.8.2 Primary and Alternative EOC's.....	42
3.0 Concept of Operations.....	42
3.1 Principles of Operations.....	43
3.2 Prioritizing Operations.....	43
3.3 Notifications.....	43
3.4 Activation Criteria.....	43

3.5 Phases of an Emergency	44
3.5.1 Before the Emergency.....	44
3.5.2 Warning Phase	45
3.5.3 Impact Phase	45
3.5.4 After the Emergency - Recovery.....	45
3.5.5 After the Emergency - Mitigation.....	46
3.6 Categories of Emergencies	46
3.6.1 Minor to Moderate.....	46
3.6.2 Moderate to Severe	47
3.6.3 Major Disasters.....	47
3.7 Alert and Warning	47
3.8 EOC Operations.....	48
3.8.1 Direction and Control.....	48
3.8.2 Information Collection, Analysis and Dissemination	48
3.8.3 Communications	49
3.8.4 Documentation Finance, Administration and Logistics	49
3.9 Deactivation of the EOC	50
4.0 Recovery.....	50
4.1 Short Term Recovery	50
4.2 Long-Term Recovery.....	51
4.3 Recovery Operations Organization	52
4.4 Recovery Damage and Safety Assessment.....	53
4.5 Recovery Operations Responsibilities	54
4.6 Documentation.....	54
4.7 After Action/Corrective Action Reporting.....	55
4.8 Hazard Mitigation.....	56
4.8.1 Pre-disaster Hazard Mitigation Actions	56
4.8.2 Post-Disaster Hazard Mitigation Actions.....	58
4.9 Recovery Roles and Responsibilities	59
4.9.1 Federal.....	59
4.9.2 State.....	59
4.9.3 Local.....	60
Appendix 1 - Emergency Operations Plan Maintenance.....	63

Appendix 2 - Acronyms	64
Appendix 3 – Definitions.....	66
Appendix 4 - Public Awareness and Education.....	68
Appendix 5 – Mutual Aid.....	69

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1 INTRODUCTION

Emergencies happen every day, such as medical emergencies, fires and traffic accidents. Local agency responders, typically emergency medical, fire departments, and law enforcement, are equipped and trained to respond to these day-to-day type incidents. They utilize equipment and support services, both public and private, to assist them as needed. Support services include public works resources, tow trucks, bus company resources, non- profit organizations, and a multitude of other service entities.

When the emergencies extend beyond the capabilities of the local first responders, they will seek additional support through existing Mutual Aid Agreements and/or request support resources from other local and regional agencies. This is typically required during major emergencies including, earthquakes, floods, acts of terrorism, fires, both residential and wildland, or major traffic collisions. If these emergencies occur in unincorporated areas of the county, cross multiple jurisdictions, or require regional or state assistance, the Marin County Office of Emergency Services is called upon to coordinate requests for assistance, set up mobile command centers, activate the Operational Area Emergency Operations Center (EOC), help prioritize emergency resources, and manage critical information flow for responders, news media and the general public.

Plans and procedures to handle the day-to-day emergency events are already in place and personnel are trained and equipped. Local and county agencies, public and private, are aware of the plans and procedures and invoke them when necessary. These are considered localized emergency incidents and there is typically no need to proclaim a local emergency.

However, when significant events such as major earthquakes, fires, floods, aircraft disasters, or terrorist activities overwhelm local capabilities, additional systems outlined in the Town of Ross's Emergency Operations Plan (EOP) may need to be activated, beginning with the proclamation of a local, state or federal level emergency. Town employees may be called upon to assist in the planning for such a disaster, or in the activation, operation, or deactivation of the systems and procedures outlined in the EOP. Therefore, Town personnel must be knowledgeable of the overall plan. Department personnel, who will or may be involved in the implementation processes outlined in the EOP, should familiarize themselves with the plan.

1.1 Purpose and Scope

PURPOSE

The EOP addresses the Town's planned response to extraordinary emergency situations associated with natural, technological and human caused emergencies or disasters within or affecting the Town of Ross. This plan is the principal guide to the Town's response to, management of, and recovery from, real or potential emergencies and disasters occurring within its designated geographic boundaries. Specifically, this plan is intended to:

Facilitate multi-jurisdictional and interagency coordination in emergency situations, particularly between local government, the Operational Area (geographic boundary of Marin County), and appropriate state and federal agencies and entities.

Serve as an operational plan and a reference document that may be used for pre-emergency planning, as well as emergency operations.

Interface with applicable local, state and federal contingency plans.

Guide users through the emergency management phases of preparedness, response and recovery.

Identify the components of an Emergency Management Organization and establish associated protocols required to effectively respond to, manage and recover from major emergencies and disasters.

Establish the operational concepts and procedures associated with: the coordination of resources and support to field responders in an emergency; the management of the Emergency Operations Center (EOC) and its activities; and the processes toward short-term and long-term recovery.

Establish the organizational framework for implementation of the California Standardized Emergency Management System (SEMS) and the National Incident Management System (NIMS) within the Town.

Allied agencies, private enterprises and volunteer organizations having roles and responsibilities established by this plan are encouraged to develop operating protocols and emergency action checklists based on the provisions of this plan.

SCOPE

This plan applies to any extraordinary emergency situation associated with any hazard, natural or human caused, which may affect the Town and that generates situations requiring planned, coordinated responses by multiple agencies or jurisdictions.

The provisions, policies, and procedures of this plan are applicable to all agencies and individuals, public and private, having responsibilities for emergency preparedness, response, recovery and/or mitigation in the Town. Marin County's plans are consistent with the policies and procedures established by this plan.

The Town of Ross has adopted a Local Hazard Mitigation Plan (LHMP) that can be viewed on the Town's website:

<https://www.townofross.org/emergencyservices/page/local-hazard-mitigation-plan>.

1.2 Situation

OVERVIEW

ROSS, CA. (Elevation 36 feet), It is approximately 1.6 square miles in size, located 15 miles north of San Francisco. Ross is bordered by the Town of San Anselmo on the north, Kentfield on the south

and San Rafael on the east, and open space to the west. The population of Ross is approximately 2,550. The Town is completely built-out with predominantly single-family homes and a small downtown. The Town has a 2020/2021 budget of \$9.8 million and has 22 employees. Ross provides its own police services and receives fire services through the Ross Valley Fire Department that serves Fairfax, San Anselmo, Ross and Sleepy Hollow in the unincorporated area.

Geography



Transportation - The primary travel corridor in Marin County is U.S. Highway 101 (running north and south) along which 70 percent of the population lives. This is the main economic and transportation corridor for the County and entire North Bay, as well as the main tourist route through Northern California. The main east/west travel route is Highway 580 connecting Marin County to the East Bay. Of note is scenic Highway 1 (the Pacific Coast Highway) running along the coastline. All other roadways in the county are two-lane rural roads or surface streets. Other means of transportation include:

- Gness Field in Novato - a small airport staffed and maintained by the County Department of Public Works (DPW) for the benefit of the flying public.
- Sonoma-Marin Area Rail Transit (SMART) - passenger rail service will serve a 70 mile corridor from Larkspur to Cloverdale.

- The Marin Airporter and Charter Service - designed to provide transportation from Marin to the San Francisco Airport
- Golden Gate Transit - operating bus and ferry services to other counties as well as local county service
- Marin Transit - responsible for: Local transit and Para-transit services within Marin County

West Marin Stage Coach
 Muir Woods Shuttle
 Novato Dial-a-ride

- Whistle stop Wheels - provides people with disabilities and AFN transportation services through Marin Access

Ross is in close proximity to several airports:

AIRPORT NAMES DISTANCES

San Francisco International Commercial	30 miles
Oakland International Commercial	32 miles
Sonoma County Airport Commercial	50 miles

There are 2 school campuses within the Town limits of Ross, one public school, Ross School (K-8) and one private high school, The Branson School (9-12). There are 2 churches within the Town limits. There are two hospitals within a 5 to 15-minute drive of Ross. Marin General Hospital in Kentfield has 235 beds and Kaiser San Rafael Hospital has 116 beds.

Hazard Overview

A hazard identification survey indicates that Ross is subject, in varying degrees, to the effects of the following:

Major Earthquake/Shaking	Fire	Utility Disruption
Flood	Dam Failure	Tsunami
Hazardous Materials Incident	Drought	Air Quality
Terrorist Incidents	War	Extreme Heat

In addition, it is recognized that significant events could have cascading effects and result in situations that involve multiple disasters occurring at the same time, for example an earthquake could result in fires.

Major Earthquake

Varying in type and intensity, earthquakes are perhaps the least predictable of any of the potential hazards. They may cause no real damage or the area could be heavily impacted. Often, the main earthquake is followed by a series of aftershocks. Aftershocks can be larger than the original quake and pose a significant threat to those responding to the first event.

Located within and next to Marin County are several known active and potentially active earthquake faults, including the San Andreas and the Rogers Creek/Healdsburg faults. (See Figure Below)

- The San Andreas Fault enters the county on the southwestern corner and continues north along the coast. The fault lies close to many smaller coastal communities which host many tourists in the summer months. This fault is also capable of generating a near-shore Tsunami (see Tsunami Hazard). During the 1906 earthquake, portions of fences and roads were offset by up to sixteen feet in Tomales even though the epicenter was in South San Francisco.
- The Rogers Creek / Healdsburg Fault runs just east of the county with the northern part of Marin located less than ten miles apart.

A major earthquake occurring in or near these areas could result in deaths, casualties, property and environmental damage, and disruption of normal government and community services and activities. The effects could be aggravated by collateral emergencies such as fires, flooding, hazardous material spills, utility disruptions, landslides, dam failures, and transportation emergencies. The location of the epicenter, as well as the time of day and season of the year, would significantly influence the number of casualties and the amount of damage.

Such an event would exceed the response capability of the Operational Area's (OA's) emergency management organization, requiring assistance from volunteer and private agencies, the Governor's Office of Emergency Services and the federal government. Response efforts will be significantly hampered by the loss of communications and transportation systems.

A major effort would be needed to remove debris and clear roadways, demolish unsafe structures, assist in reestablishing public services and utilities and provide continuing care and temporary housing for affected citizens.

A moderate to severe seismic incident on any of several fault zones in relative close proximity to the Town is expected to cause:

Extensive property damage, particularly to pre-1930's non-reinforced masonry structures, older structures (built before 1950), tilt-up buildings (built before the mid 1970's), and soft-story buildings

Significant numbers of fatalities and injuries

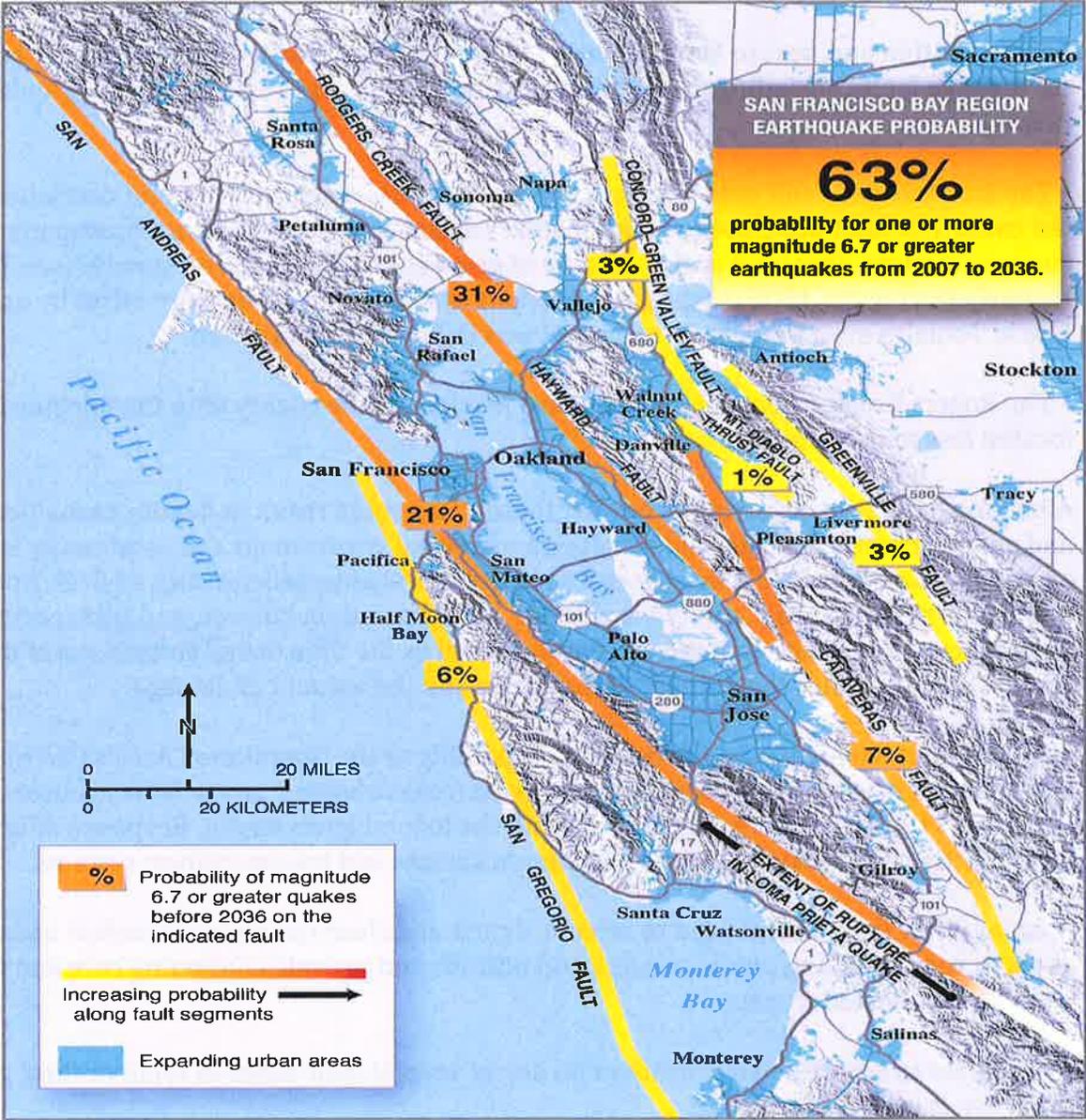
Damage to water and sewage systems

Disruption of communications systems

Broken gas mains, resulting in numerous fires

Disruption of transportation arteries

Competing requests for scarce mutual aid response resources



FIRE

Wildland fire hazards exist in varying degrees over approximately 85% of Marin County. The fire season generally lasts from five to six months. The wildland fire hazard is caused by a combination of factors including rugged terrain, highly flammable vegetation and forest, long summers, and human activity.

There are many areas in the county which contain heavy fuel loads. Many homes have been built on steep slopes with vegetation in close proximity. These slopes are often steep, located in rugged terrain and have very few access routes. Sudden Oak Death has significantly increased the number of dead or weakened trees in most areas.

Fire Causes

People, and their activities, may cause wildland fires. Since the heaviest concentrations of people are found along Highway 101, most fires start there. Use of equipment, people playing with fire, arson, off-road vehicles, mowing, and debris burning are among the most common causes of wildland fires. Trees growing into power lines and power line failures have also been a frequent cause of large and damaging fires. Lightning strikes can spark many fires simultaneously in widely separated areas. Many of these fires may smolder for days before becoming very active.

Level of Fire Protection Services

Marin County is served by the following fire districts and fire departments:

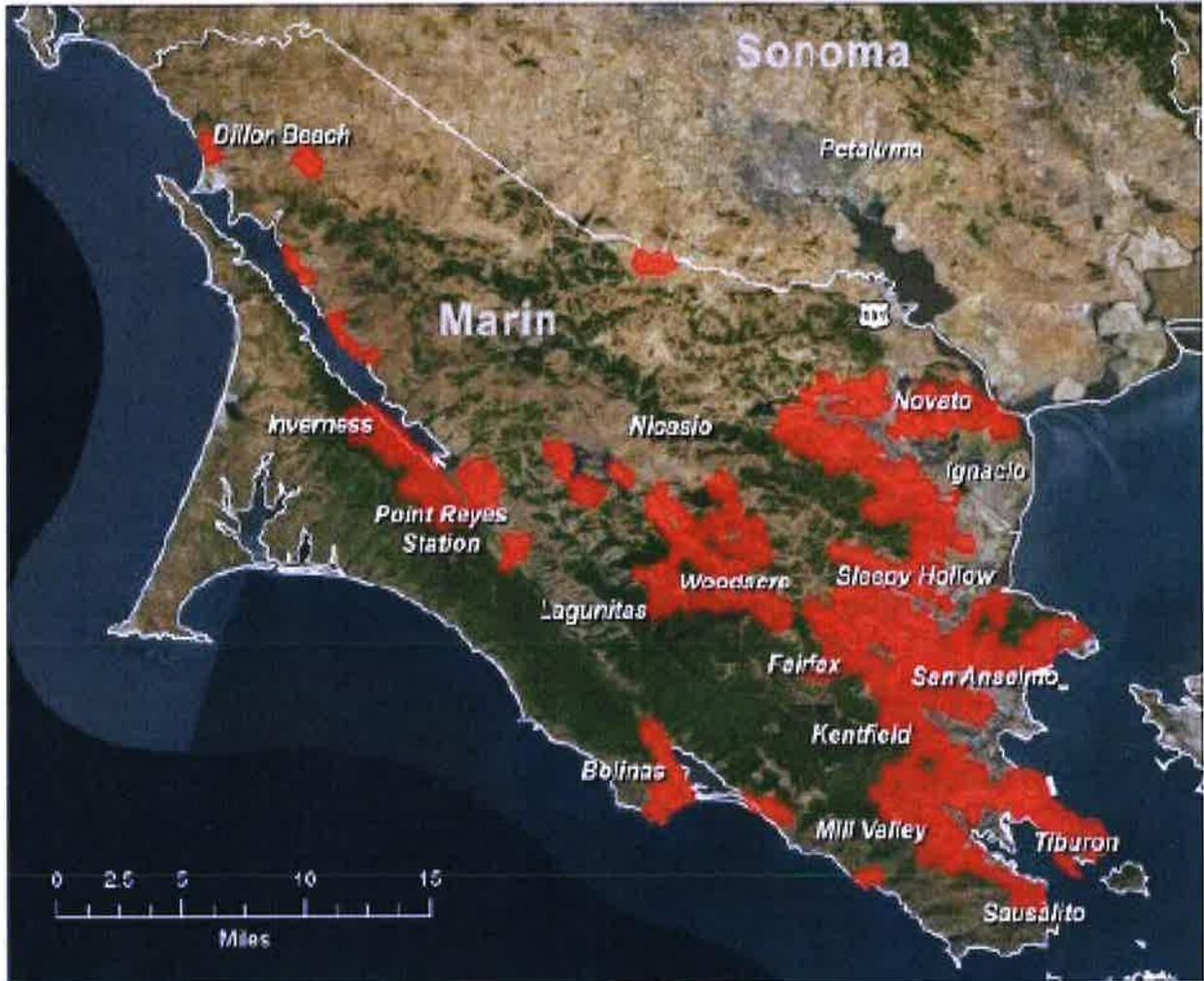
- Tiburon
- Southern Marin
- Novato
- Bolinas
- Marinwood CSD
- Ross Valley
- Stinson Beach
- Central Marin
- Kentfield
- Marin County
- Cities of San Rafael and Mill Valley

In West Marin, there are additional Fire Response Units that include the Inverness Public Utility District, the Muir Beach Volunteer Fire Department, and the Nicasio Volunteer Fire Department.

Marin County's primary fire protection is provided by the Marin County Fire Department, which also serves as a California Department of Forestry and Fire Protection (CALFIRE) contract agency. Several Dispatch Centers are responsible for notifying local fire resources and dispatching resources. Response activities are contained in the standard operating procedures (SOP's) of each jurisdiction and in conjunction with the Marin Fire Chief's Association.

Marin's fire agencies have signed a county-wide mutual aid agreement to insure that firefighting resources and personnel will be available to combat a wildland/urban interface fire. If these resources are not enough to meet the threat, fire resources from throughout California can be summoned under the State's Master Mutual Aid Agreement which is administered by the State OES.

The map below shows the wildland fire susceptibility areas for Marin County.



Map of Marin County and the wildland urban interface boundaries (red)

Specific evacuation maps for the residents of the Town of Ross and the surrounding areas can be accessed by going to <https://www.firesafemarin.org/evacuation/maps> and <https://www.rossvalleyfire.org/evacuation#>

UTILITY DISRUPTION

A power failure is any interruption or loss of electrical service due to disruption of power generation or transmission caused by an accident, sabotage, natural hazard, equipment failure, or fuel shortage. These interruptions can last anywhere from a few seconds to several days. Power failures are considered significant problems only if the local emergency management organization is required to coordinate the provision of things such as food, water, and heating as a result. Power failures are common when severe weather and winter storm activity occur. Critical systems, including telecommunications, will fail unless provided with alternate or redundant power sources.

For public safety, it may be necessary for Pacific Gas & Electric (PGE) to turn off electricity when gusty winds and dry conditions, combined with a heightened fire risk, are forecasted. This is called a “Public Safety Power Shutoff” or “PSPS Event.”

FLOOD

In recent years, winter storms in California have grown increasingly intense and longer-lasting. Flash floods, mudslides, high coastal surf, coastal erosion, stream and creek flooding, snowstorms, and avalanches have all recently occurred. Especially noteworthy are the tropical storms that are blown into California on a wind current called the “Pineapple Express”. From the central Pacific, warm storm fronts move quickly and directly northwest picking up energy and pulling moisture from the ocean as they travel. Once they come ashore and are forced to rise over the coastal mountains, they cool and begin to drop their moisture.

Corte Madera Creek has had a history of flooding that caused severe damage to the surrounding communities with the largest recorded flows in the winter of 1982 and more recently in December 2005 and January 2006. During this period, widespread localized flooding occurred in almost all areas of the County. San Anselmo, Ross, Fairfax, and Mill Valley were the most heavily impacted. Power outages peaked at 10,000 customers in January. Nine schools closed due to mud, water and road damages and over 20 major roads were closed during the early part of the storm. Two levies in the Novato area were damaged. Over a thousand homes, apartments, and businesses were damaged or destroyed.

DAM FAILURES

Dam inundation, or flooding which occurs as a result of structural failure of a dam, poses a serious threat to specific areas within Marin County. Although there is no history of major dam failure in the area, any failure at all could have serious impacts. Marin County’s dams include: Alpine, Bear Valley, Belvedere, Bon Tempe, Cascade, Docini, Hagmaier North, Hagmaier South, Home Ranch, Kehoe, Lagunitas, Lower Estero, Lower Muddy Hollow, Lower Murphy, Mill Pond, Lower Turney, Nicasio, Novato Creek, Novato Creek 88 at Stafford Lake, Peters, Phoenix Lake (which sits above Natalie Coffin Green Park in Ross), Soulajule, Vonsen, and Walker Creek.

Failure of these dams, even during a catastrophic event such as a severe earthquake, is considered very unlikely. Owing to the method of construction of these dams, they have performed well in past earthquakes, and failure is not expected to occur. Detailed dam maps are available at the Marin County Community Development Agency.

TSUNAMI

A distant-source tsunami is a series of traveling ocean waves generated by earthquake or underwater landslides. As a tsunami crosses the deep ocean, its length from crest to crest may be one hundred miles or more, and its height from the bottom of the wave to the crest only a few feet. It cannot be felt aboard ships in deep water and cannot be seen from the air, but in deep water, tsunami waves may reach forward speeds exceeding 600 miles per hour.

As the tsunami enters the shallow water of coastlines in its path, the velocity of its waves diminishes and wave height increases. It is in these shallow waters that tsunamis become a threat to life and property, as they can crest to heights of more than 100 feet, and strike with devastating

force. This danger is not over until the entire wave-series has passed. All tsunamis, like hurricanes, are potentially dangerous, even though they may not damage every coastline they strike. At present, there is no way to determine, in advance, the amplitude or size of tsunamis in specific locations. A small tsunami at one beach can be a giant one a few miles away.

Local source tsunamis may also be generated by earthquakes or underwater landslides just off shore. These “near-shore tsunamis” can also be very large but may arrive with little or no warning. In addition to the initial event, additional - and even larger - waves may continue to arrive for hours.

Damage

The great waves of a tsunami may crush buildings, smash vehicles and boats, uproot trees, and disrupt vital public services, systems and facilities. The effects may be aggravated by the secondary effects of fire. Efforts may be required to remove debris and clear roadways, reestablish public services and utilities, and provide temporary housing for displaced persons.

Evacuation

It is essential to evacuate persons in low-lying coastal areas and around the rims of bays and harbors, for these areas consistently sustain the greatest damage by tsunamis. Potential danger exists for all areas within one mile of the coast and less than 50 feet above sea level for tsunamis of distant origin, and for all areas within one mile of the coast and less than 100 feet above sea level for tsunamis of local origin.

Tsunami Warning System

The National Oceanic and Atmospheric Administration (NOAA) maintains the international Tsunami Warning System. The occurrence of a major earthquake anywhere in the Pacific Ocean area brings an immediate response from the system.

LANDSLIDE

Landslides include all movements of soil, rock or debris as a result of falling, sliding or flowing. Landslides are categorized according to the types of motion and material involved. They can be directly caused by earthquakes or be completely independent of them.

Falls describe the sudden movement of material from vertical or near-vertical slopes, and are generally labeled by the type or material displaced (e.g., soil fall, rock fall).

Slides refer to movements in which the material moves more or less as a unit along recognizable shear surfaces. If the shear surface is concave, the slide movement will be rotational, and is denoted by the term “slump”. If the shear surface is flat, the term “slide” is used alone.

Flows describe the movement of material in which small-scale movements, rather than massive sliding, is the dominant mechanism of transport. Flows are described by the type of material involved and the rate at which it moves (e.g., debris flow, mudflow).

Landslides can occur due to both natural and human factors. Natural factors include the cohesive strength and characteristics of the affected minerals, the orientation of joints and planes of weakness between slide material and bedrock, the steepness of slopes, seismic activity, the degree of saturation of ground materials (highly affected by rainfall), and the density of vegetation. Human factors include the creation of excessively steep and overloaded slopes, the removal of natural vegetation, and the addition of water to the soil by watering lawns and septic system drain fields, and onsite creations of ponds for storm runoff. Landslides will usually be associated with earthquakes or heavy rainfall.

There are many identified sites where there is potential for slides within our county. Many threaten key highways. Some jurisdictions may be directly affected or simply isolated.

Landslides and debris flowing can damage or destroy buildings, block roads, sever utilities, disrupt water supplies, and injure or kill people. Damage control and emergency response operations may be seriously hampered by road closures and loss of communications. Evacuation of dangerous areas may become necessary. Extensive efforts may be needed to rescue trapped people, recover bodies, remove debris, and restore utilities and services.

Oil Spill

An oil spill can be a significant hazard to Marin County's ecosystems, including wildlife and environmentally sensitive sites.

Sewage Spills

Sewage spills into the county's waterways or into the San Francisco Bay may cause significant contamination causing sickness to people who come in contact with those waters, as well as by sickness and distress to wildlife. Sewage spills are often caused by waste treatment facilities pumps and alarm failures, as well as by human errors.

Other Sources

Another source of hazardous materials incidents is the illegal manufacturing of drugs in clandestine laboratories. The residue and hazardous waste from these laboratories are usually dumped illegally, posing a public health and safety hazard and a threat to the environment. In many cases, criminals will conduct their activities in the midst of residential or commercial neighborhoods to remain hidden.

DROUGHT

Drought cycles occur every 7 to 11 years. During periods of drought, emergency response measures will consist of land use planning practices consistent with water conservation goals and various water conservation measures.

Water sources

Marin County has two principal sources of water for domestic, commercial, industrial and agricultural use: The Mt. Tamalpais Watershed and water imported from the Russian and Eel Rivers. Some communities make use of limited groundwater sources. Additional water sources

include diversions from small streams and reservoirs. Most West Marin communities depend completely on ground water pumping and storage of surface waters from rainfall and streams.

TERRORIST ATTACKS

The Federal Bureau of Investigation (FBI) defines terrorism as “the unlawful use of force against persons or property to intimidate or coerce a government, the civilian population, or any segment thereof, in the furtherance of political or social objectives.” Since the events of September 11, 2001, a significant increase in the assessment and preparation for terrorism has been a national priority.

Marin County hosts high-profile public and private facilities, which could be the target of terrorist individuals or groups. Attacks against these or other state and local government facilities have the potential to cause mass casualties. In addition, these types of attacks may cause hazardous materials clean-up problems and the damage or destruction of critical utility, communications and transportation systems.

Terrorism can be state-sponsored or the outgrowth of a frustrated, extremist fringe of polarized and/or minority groups of people. Extremists have a different concept of morality than does mainstream society. Terrorist groups include:

- Ethnic separatists and political refugees
- Leftwing radical organizations
- Rightwing racists, anti-authority survivalist groups
- Extremist issue-oriented groups such as animal rights, the environmental, religion, abortion rights, etc.
- Terrorist events could typically be expected to strike in urban areas near public gatherings.
- Government office buildings, courthouses, schools, hospitals, and shopping centers
- Dams, water supplies, and power distribution systems
- Military installations
- Railheads, interstate highways, tunnels, airports, ferries, bridges, seaports, pipelines
- Recreational facilities such as stadiums, theaters, parks, casinos, concert halls
- Financial institutions and banks
- Sites of historical and symbolic significance
- Scientific research facilities, academic institutions, museums
- Telecommunications, newspapers, radio and television stations
- Chemical, industrial, and petroleum plants, business offices, and convention centers
- Law, fire, emergency medical services facilities, and operations centers
- Special events, parades, religious services, festivals, celebrations
- Family planning facilities

Weapons of Mass Destruction

Experts generally agree that there are five categories of Weapons of Mass Destruction (WMD) which terrorists could use: Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE). It is important to note that developing and properly employing such weapons is very difficult - but not impossible. Each category of weapon is discussed below: A hazardous material is any

substance that may be explosive, flammable, poisonous, corrosive, reactive, radioactive, or any combination thereof, because of its quantity, concentration, or characteristics. Hazardous materials require special care and handling because of the threats they pose to public health, safety, and the environment. The production, transportation, and use of hazardous materials have become a normal part of society.

Accidental releases of hazardous materials can be especially damaging when they occur in highly populated areas or along transportation routes which are used simultaneously by commuters and hazardous materials transports. Incidents are more likely to occur along highways and railways. Fixed facilities, such as manufacturing and light industrial facilities can cause hazardous materials incidents; however stringent safety requirements help to limit these.

Targets. Although precise targets remain classified, it is well known that the San Francisco Bay Region, even with base closures, is still home to a variety of high-profile potential targets. In short, considering Marin County’s proximity to the Bay Region, we can consider ourselves to be in a targeted region.

Chemical, Biological, Radiological, Nuclear, Explosive (CBRNE) Attack. It is conceivable that a terrorist group could carry out a bomb threat involving a small nuclear device. Should the device actually explode, damage would be great, but not as great as that from a military-grade nuclear weapon. However, the County is at a greater risk from other weapons of mass destruction (WMD) attacks from terrorist groups using CBRNE weapons. Additional details regarding CBRNE hazards are located in the Terrorism Annex of the Marin County EOP. A summary of the CBRNE hazard is provided in the table below.

C-Chemical	A chemical attack is the deliberate release of a toxic gas, liquid or solid that can poison people and the environment.
B-Biological	A biological attack is the deliberate release of germs or other biological substances that can make you sick.
R-Radiological	A radiation threat, commonly referred to as a "dirty bomb" or "radiological dispersion device (RDD)", is the use of common explosives to spread radioactive materials over a targeted area.
N-Nuclear	A nuclear blast is an explosion with intense light and heat, a damaging pressure wave and widespread radioactive material that can contaminate the air, water and ground surfaces for miles around.
E-Explosive	A conventional explosive or chemical compound designed to rapidly release energy in a destructive manner.

EXTREME TEMPERATURE EVENT

While Marin County enjoys a moderate climate year-round, the unexpected extremes of temperatures can be dangerous to segments of the population unable to take adequate measures

to protect themselves. Extreme temperature increases the number of heat and cold-related injuries and can cause death. Marin County's Extreme Temperature Annex/Guide serves as a standard to help reduce the effects of extreme temperature events.

1.3 PLANNING ASSUMPTIONS

Certain assumptions were established during the development of this plan. These assumptions translate into basic principles associated with conducting emergency management operations in preparation for, response to and recovery from major emergencies.

- Emergencies or disasters may occur at any time, day or night, in populated as well as remote areas of the Town.
- Major emergencies and disasters will require a multi-agency, multi-jurisdictional response. For this reason, it is essential that SEMS/NIMS standards for incident command and, in many cases, unified command, be implemented immediately by responding agencies, and expanded as the situation dictates.
- The Town is primarily responsible for emergency actions within the Town limits and will commit all available resources to save lives, minimize injury to persons, minimize property damage, protect the environment and support local economies.
- Marin County is responsible for emergency actions in its unincorporated areas. Marin County will provide support as needed and requested by cities in the operational area, or as designated in agreements with the incorporated area.
- Large-scale emergencies and disasters may overburden local resources and necessitate mutual aid from neighboring jurisdictions.
- Large-scale emergencies and disasters and the complex organizational structure required to respond to them pose significant challenges in terms of warning and notification, logistics, and agency coordination.
- Major emergencies and disasters may generate widespread media and public interest. In addition to Alert Marin and other social media resources, the news media is an ally in large-scale emergencies and disasters; they can provide considerable assistance in emergency public information and warning.
- Large-scale emergencies and disasters may pose serious long-term threats to public health, property, the environment and the local economy. While responding to significant disasters and emergencies, all strategic decisions must consider each of these threats.
- Disasters and emergencies may require an extended commitment of personnel and other resources from involved agencies and jurisdictions. Volunteer organizations, such as CERT, Search and Rescue, and Volunteers may be used.

1.4 Defining Emergencies – Incidents and Disasters

These terms are often used somewhat interchangeably, and in some cases, are used to both *define a situation* and to describe a *level of response* to a situation.

INCIDENTS

An incident is an occurrence or event, natural or human-caused, which requires an emergency response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

Incidents may result in extreme peril to the safety of persons and property and may lead to or create conditions of disaster. Incidents may also be rapidly mitigated without loss or damage. Larger incidents, while not yet meeting disaster level definition, may call for local governments to proclaim a “Local Emergency.”

Incidents call for a field on-scene response of an Incident Commander and tactical and support resources organized within an Incident Command System structure.

Examples of incidents could be wide-ranging and include, but are not limited to:

Protest demonstration	Broken gas line
Hostage situation	Multi-casualty accident
Downed utility lines	Structure fire

It is important to recognize that virtually any calls for Town services could be considered an incident.

DISASTER

A disaster is a calamitous emergency event bringing great damage, destruction, or loss of life. Disasters may occur with little or no advance warning, such as an earthquake or a flash flood, or they may develop from one or more incidents. An example would be a minor brush fire caused by a traffic accident which results in a major wildland fire. Some of the characteristics of incidents, and disasters are listed below:

Characteristics of Emergencies: Incidents and Disasters	
Incidents	Disasters
<ul style="list-style-type: none"> • usually a single event – may be small or large. • Has a defined geographical area. • Will use local resources and mutual aid may be applied. • Usually only one or a few agencies involved. • Ordinary threat to life and/or property – limited population and geographic area. • Usually a local emergency will not be declared and jurisdictional EOC will not be activated for a single or multiple small incidents. • Usually a fairly short duration measured in hours or a few days. • Primary command decisions are made at the scene Incident Command Post(s). • Strategy, tactics and resource assignments are determined on scene. 	<ul style="list-style-type: none"> • Single or multiple events (can have many separate, associated incidents). • Resource demand is beyond local capabilities and extensive mutual aid and support is needed. • Many agencies and jurisdictions involved (multiple layers of government). • Extraordinary threat to life and/or property. • Generally, a widespread population and geographic area affected. • Will last over a substantial period of time (days to weeks) and local government will proclaim a Local Emergency. • Emergency Operations Centers are activated to provide centralized overall coordination of jurisdiction assets, department and incident support functions, and initial recovery operations.

Emergency

The term *emergency* can also be used to define a conditional state such as proclamation of “Local Emergency.” The California Emergency Services Act describes three states of Emergency:

State of War Emergency. “State of war emergency” means the condition which exists immediately, with or without a proclamation thereof by the Governor, whenever this state or nation is attacked by an enemy of the United States, or upon receipt by the state of a warning from the federal government indicating that such an enemy attack is probable or imminent.

State of Emergency. “State of emergency” means the duly proclaimed existence of conditions of disaster or of extreme peril to the safety of persons and property within the state caused by such conditions as air pollution, fire, flood, storm, epidemic, riot, drought, sudden and severe energy shortage, plant or animal infestation or disease, the Governor’s warning of an earthquake or volcanic prediction, or an earthquake, or other conditions, other than conditions resulting from a labor controversy or conditions causing a “state of war emergency,” which, by reason of their magnitude, are or are likely to be beyond the control of the services, personnel, equipment, and

facilities of any single county, Town and county, or Town and require the combined forces of a mutual aid region or regions to combat, or with respect to regulated energy utilities, a sudden and severe energy shortage requires extraordinary measures beyond the authority vested in the California Public Utilities Commission.

Local Emergency. “Local emergency” means the duly proclaimed existence of conditions of disaster or of extreme peril to the safety of persons and property within the territorial limits of a county, Town and county, or Town, caused by such conditions as air pollution, fire, flood, storm, epidemic, riot, drought, sudden and severe energy shortage, plant or animal infestation or disease, the Governor’s warning of an earthquake or volcanic prediction, or an earthquake, or other conditions, other than conditions resulting from a labor controversy, which are or are likely to be beyond the control of the services, personnel, equipment, and facilities of that political subdivision and require the combined forces of other political subdivisions to combat, or with respect to regulated energy utilities, a sudden and severe energy shortage requires extraordinary measures beyond the authority vested in the California Public Utilities Commission.

1.5 Authorities

The following sub-sections provide Town, county, state and federal emergency authorities for conducting or supporting emergency operations.

1.5.1 City/Town

Ross Town Council Ordinance authorizing an emergency organization and providing for use of personnel and resources of the Town during an emergency, Title 2, Chapter 2.28, Section 2.28.080.

1.5.2 County

Chapter 7 of the Marin County Code provides for the preparation and execution of plans for the protection of persons and property within this county in the event of an emergency; the direction of the emergency organization; and the coordination of the emergency functions and resources of this county with all other public agencies, corporations, organizations, and affected private persons.

1.5.3 State

Orders and regulations may be selectively promulgated by the Governor during a state of war or emergency. Below is a non-inclusive list of such orders and regulations and includes those referenced in this plan.

- California Government Code, Title 1, Chapter 4, Division 8, Section 3100, (Disaster Service Workers)
- California Government Code, Title 2, Chapter 1, Division 7, Section 8659 (physician or surgeon, etc., services in emergency)
- CGC, Title 1, Chapter 4, Division 8, Section 8635, (Continuity of Government) CGC, Title 2, Division 1, Chapter 7, (California Emergency Services Act)
- California Code of Regulations (CCR) Title 19, Division 2 (Standardized Emergency

- Management System)
- California Natural Disaster Assistance Act
- California Water Code (CWC), § 128 (Department of Water Resources - Flood Fighting)

Mutual Aid Authority. The basis for mutual aid is the California Disaster Master Mutual Aid Agreement, as provided for in the California Emergency Services Act.

Mutual aid assistance may be provided under one or more of the following authorities:

- California Disaster and Civil Defense Master Mutual Aid Agreement California Fire and Rescue Emergency Plan
- California Law Enforcement Mutual Aid Plan
- Federal Disaster Relief Act of 1974 (Public Law 93-288)

Continuation of Government/Operations Authority. Continuity of Operations and Government is detailed in Appendix 4 (Continuity of Government). The following portions of the California Government Code and the State Constitution provide authority for the continuity and preservation of State and local government:

- Continuity of Government in California (Article IV, Section 21 of the State Constitution)
- Preservation of Local Government (Article 15 of the California Emergency Services Act)
- Temporary Seat of State Government (Section 450, Title 1, Division 3, Chapter 1 of the Government Code)
- Key authorities include Sections 8635 through 8643 of the Government Code:
- Furnish a means by which the continued functioning of political subdivisions can be assured by providing for the preservation and continuation of (Town and County) government in the event of an enemy attack, or in the event a State of Emergency or Local Emergency is a matter of statewide concern.
- Authorize political subdivisions to provide for the succession of officers (department heads) having duties related to law and order and/or health and safety.
- Authorize governing bodies to designate and appoint three standby officers for each member of governing body and for the Chief Executive, if not a member of the governing body. Standby officers may be residents or officers of a political subdivision, other than that to which they are appointed. Standby officers take the same oath as regular officers and are designated numbers 1, 2 and 3 as the case may be.
- Authorize standby officers to report ready for duty in the event of a State of War Emergency, State of Emergency or Local Emergency at the place previously designated.
- Authorize local governing bodies to convene as soon as possible whenever a State of War Emergency, State of Emergency or Local Emergency exists, and at a place not within the political subdivision.

1.5.4 Federal

Orders and regulations which may be selectively promulgated by the President during a state of war or emergency:

- Public Law 920, Federal Civil Defense Act of 1950, as amended Public Law 84-99, U.S. Army Corps of Engineers - Flood Fighting Public Law 93-288, Federal

- Disaster Relief Act of 1974
- Public Law 107-188, Bio-terrorism Act, June 2002
- Public Law 107-296, Homeland Security Act, January 2002
- Executive Order 13228, Office of Homeland Security, October 8, 2001 Executive Order 13231, Critical Infrastructure Protection, October 16, 2001 Executive Order 13234, Citizens Prepared, November 9, 2001
- Presidential Decision Directive 39 - U.S. Policy on Counter-terrorism, June 1995 Presidential Decision Directive 62 - Combating Terrorism, May 1998 Presidential Decision Directive 63 - Critical Infrastructure Protection, May 1998
- National Security Presidential Directive 17 - National Strategy to Combat Weapons of Mass Destruction

Federal

- Robert T. Stafford Disaster Relief and Emergency Assistance Act of 1988, 42 U.S.C. 5121, et seq., as amended.
- Homeland Security Presidential Directive 5, *Management of Domestic Incidents*, February 28, 2003. Homeland Security Presidential Directive 8, *National Preparedness*, December 17, 2003
- The Code of Federal Regulations, Title 44, Chapter 1, Federal Emergency Management Agency, October 1, 2007
- Post Katrina Emergency Management Reform Act of 2006 National Response Framework (As revised)
- National Incident Management System (NIMS)
- Comprehensive Preparedness Guide (CPG) 101

2 Management and Command

2.1 National Incident Management System

The National Incident Management System (NIMS) was created by Homeland Security Presidential Directive (HSPD)-5, which directed the Secretary of Homeland Security to develop and administer a national incident management system as a consistent nationwide template to enable Federal, State, local and tribal governments, along with private-sector and nongovernmental organizations, to work together effectively and efficiently to prepare for, prevent, respond to, and recover from domestic incidents, regardless of cause, size, or complexity, including acts of catastrophic terrorism.

NIMS is based on, and is an outgrowth of, the Standard Emergency Management System (SEMS) and Incident Command System (ICS), which are themselves the refinement of standardized best practices in incident and emergency management techniques and principles that have been in use for years. Therefore, SEMS and ICS are NIMS compliant, meaning these practices are incorporated into NIMS, and will be expanded on as NIMS implementation is refined over time. NIMS has six basic components:

Command and Management. The *ICS* defines the operating characteristics, interactive management components, and structure of incident management and emergency response organizations engaged throughout the life cycle of an incident.

Multiagency Coordination Systems defines the operating characteristics, interactive management components, and organizational structure of supporting incident management entities engaged at the Federal, State, local, tribal, and regional levels through mutual-aid agreements and other assistance arrangements.

Public Information Systems refers to processes, procedures, and systems for communicating timely and accurate information to the public during crisis or emergency situations.

Preparedness. Effective incident management begins with a host of preparedness activities conducted on a “steady-state” basis, well in advance of any potential incident. Preparedness involves an integrated combination of planning, training, exercises, personnel qualification and certification standards, equipment acquisition and certification standards, as well as publication management processes and activities. Several elements of preparedness include:

- *Planning* describes how personnel, equipment and other resources are used to support incident management and emergency response activities.
- *Training* includes standard courses on multiagency incident command and management, organizational structure, and operational procedures; discipline-specific and agency-specific incident management courses on the integration and use of supporting technologies.
- *Exercises* involve incident management organizations and personnel who participate in realistic exercises to improve integration and interoperability and optimize resource utilization during incident operations.
- *Personnel Qualification and Certification Activities* are used to identify and publish national-level standards and measure of performance against these standards to ensure that incident management and emergency responders are qualified and officially certified to perform NIMS- related functions.
- *Equipment Acquisition and Certification* provides standards for various types of equipment utilized by emergency responders at all levels. These standards will also include the capability to be interoperable with similar equipment used by other jurisdictions.
- *Mutual-Aid Agreements* are the means for one jurisdiction to provide resources, facilities, services, and other required support to another jurisdiction during an incident. NIMS defines and sets minimum standards for mutual aid agreements at all levels.
- *Publications Management* refers to forms and forms standardization, developing publication materials, administering publications - including establishing naming and numbering conventions, managing the promulgation of documents, and exercising control over sensitive documents - and revising publications when necessary.

Resource Management. NIMS defines standardized mechanisms and establishes requirements for processes to describe, inventory, mobilize, dispatch, track, and recover resources over the life cycle of an incident.

Communications and Information Management. NIMS identifies the requirement for a standardized framework for communications, information management (collection, analysis, and dissemination), and information-sharing at all levels of incident management. These elements are:

- *Incident Management Communications* are used by incident management organizations to ensure that effective, interoperable communications processes, procedures, and systems exist to support a wide variety of incident management activities across agencies and jurisdictions.
- *Information Management Processes, Procedures and Systems* help ensure that information, including communications and data, flows efficiently through a commonly accepted architecture supporting numerous agencies and jurisdictions responsible for managing or directing domestic incidents, those impacted by the incident, and those contributing resources to the incident management effort.

Supporting Technologies. Technology and technological systems provide supporting capabilities essential to implementing and continuously refining NIMS. These include voice and data communications systems, information management systems and data display systems.

Ongoing Management and Maintenance. This component establishes an activity to provide strategic direction for and oversight of NIMS, supporting both routine review and the continuous refinement of the system and its components over the long term.

Additional information on the National Incident Management System, including training, credentialing and compliance requirements, can be found on the FEMA NIMS web site at <http://www.fema.gov/nims/>

A complete copy of the NIMS manual in Adobe PDF format is available from the FEMA NIMS web site and is also located in the electronic version of this plan.

As NIMS standards and practices are further defined and refined, this emergency plan will be updated to incorporate them as required. The Cal OES maintains current SEMS/NIMS Integration guidance. For updates reference the Cal EMA website at: <https://www.caloes.ca.gov/cal-oes-divisions/planning-preparedness>

2.2 Standardized Emergency Management System (SEMS)

The Town's Emergency Operations Plan is based on the State of California's Standardized Emergency Management System (SEMS). SEMS was developed in response to Senate Bill 1841, which was passed to improve the coordination of state and local emergency response in California after the East Bay Hills Fire in 1991. This law is found in Section 8607 of the Government Code. By law, state agencies must use SEMS when responding to emergencies involving multiple

jurisdictions or agencies. Local governments must use SEMS in order to be eligible for state funding of response related personnel costs. Key components of SEMS are the use of the ICS and California Mutual Aid System (see appendices).

SEMS is a proven emergency management system whose principle structure has been in use for over twenty years in the fire service; it provides an organizational framework and guidance for operations at each level of the State's emergency management system. SEMS is the umbrella under which all emergency response agencies must function in an integrated fashion.

SEMS is organized in Five Response Levels:

Field Response Level: the local emergency personnel responding to an incident or threat.

Local Government Level: the Town, county, or special district which manages overall emergency response and recovery activities within its jurisdiction.

Operational Area Level: the county Office of Emergency Services, which manages/coordinates information, resources, and priorities between local governments and the Regional Level. The Marin County Operational Area includes all cities and special districts.

Region Level: California is divided into six Mutual Aid Regions (see map in Mutual Aid Appendix) that coordinate information and resources among the Operational Levels and the State Level. Marin County is in Mutual Aid Region II.

State Level: operates the State Operations Center at Cal OES Headquarters in Sacramento and is responsible for coordinating resource requests and resolving priority issues at the Region Level. The State Operations Center also coordinates with the Federal Emergency Management Agency (FEMA) and other federal agencies implementing the Federal Response Plan. For more information, refer to the Emergency Services Act or Chapter 7, Division 1, Title 2 of the California Government Code.

2.3 Incident Command System (ICS)

One of the primary components of NIMS/SEMS is the Incident Command System (ICS), which was developed during the 1970s by an inter-agency working group of local, state, and federal fire services in California. ICS has since been endorsed by the American Public Works Association and the International Association of Chiefs of Police and has been adopted by the National Fire Academy as its standard for incident response. Federal law requires the use of ICS for response to hazmat incidents, and many states, including California, have adopted ICS as their standard for responding to all types of incidents. *[States are required to use ICS if they are receiving or want to receive federal mitigation/recovery funds.]*

The Incident Command System ensures that every emergency incident has an Incident Commander and appropriate support staff to effectively manage the incident. Initially, the first responder is the Incident Commander who is responsible for identifying and requesting any additional responders and associated support equipment. For example, local Law Enforcement may be the first responder to a traffic accident, which may also require Fire Department responders, Emergency Medical Services, Public Works, and private agencies.

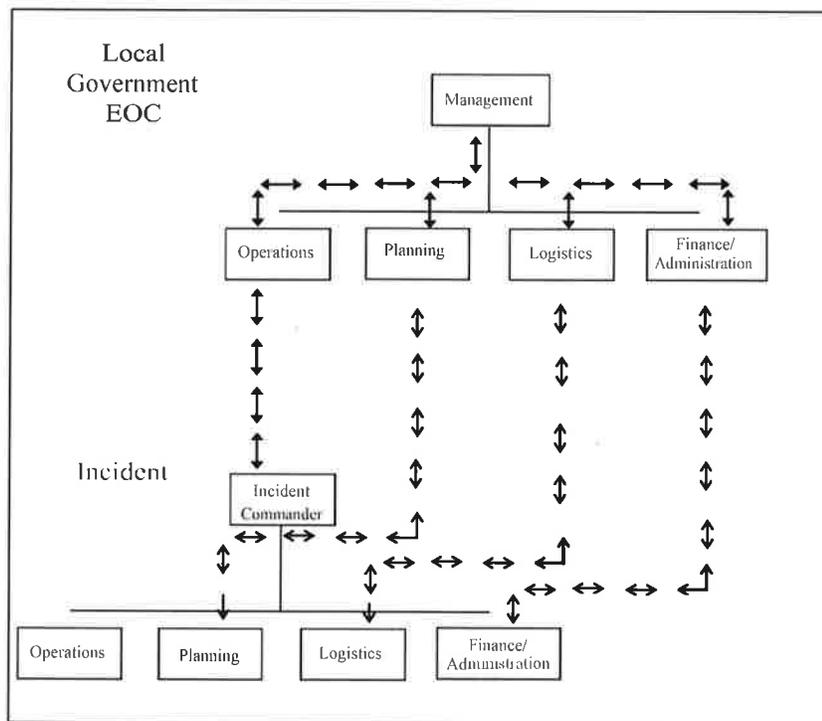
The First Responder to arrive on the scene will be the Incident Commander until a more highly

qualified individual arrives and is assigned by the local jurisdiction. Change of Command is then passed on to the new Incident Commander, who then assumes the overall management and coordination of the incident. The Incident Commander can assign one or more deputies to assist in managing the incident by coordinating Operations, Logistics, Planning and Finance sections as the incident changes in scope and complexity.

The Incident Command System will then expand or shrink as necessary during an incident to request and coordinate appropriate resources, manage priorities, as well as recovery and shutdown operations. The Incident Command System is used at all levels of SEMS. A more detailed description of ICS is included in the Reference Materials.

A diagram of information flow and coordination between an Incident Commander and the local government EOC is shown below. This same flow occurs between all five response levels. If a local government EOC requests activation of the Operational Area EOC to request additional support and coordination efforts, the information and coordination efforts flow in the same manner through the Region and State level.

Incident Command System-Local Government EOC Functional Interactions



- Primary Field - EOC Coordination and Information Flow
- Information Flow Lines of secondary communications and coordination
- Lines of Management Authority

2.4 Management and Control Responsibilities

2.4.1 Cities in Operational Area

The cities of Belvedere, Corte Madera, Fairfax, Larkspur, Mill Valley, Novato, Ross, San Anselmo, San Rafael, Sausalito and Tiburon are incorporated cities in the County of Marin. Each Town has an Emergency Management System.

In Marin County, the emergency management organizations of each incorporate City and Special Districts are responsible for coordination and direction of response and recovery operations within their jurisdictions, while the County emergency management organization will serve in a support role.

The County is responsible for coordinating and directing response and recovery operations in the unincorporated areas of the County, with the cities providing support and mutual aid as needed.

Incorporated Cities and Special Districts must:

- Develop and maintain Emergency Operations Plans (EOPs) consistent with Marin County EOP and the State EOP
- Maintain liaison with neighboring jurisdictions, County OES and other cities
- Designate Multipurpose Staging Areas for the purpose of providing rally points for incoming mutual aid and staging areas for support and recovery operations\

2.4.2 Marin County (Operational Area)

The County functions as the Operational Area and is the focal point for information transfer and support requests by cities and Special Districts within the County. The County Administrator is in charge of the Operational Area. In the event of a major disaster, the County emergency organization will operate under a Unified Command Structure as shown in the Marin County Emergency Organization chart.

Key functions of Marin County OES are:

- Coordinate in-county mutual aid and assist Area Coordinator with fire mutual aid
- Maintain liaison with all cities, regional and Cal OES personnel
- Designate Multipurpose Staging Areas
- Request mutual aid from State OES Region II Warning Center

Marin County OES will submit information and requests for support to the appropriate section at the Regional Emergency Operations Center (REOC). Discipline-specific mutual aid systems including fire, law enforcement, and medical and health have designated Mutual Aid Coordinators within each Operational Area. The designated Operational Area Mutual Aid Coordinators are an integral part of the operational area emergency management organization.

Operational Area Mutual Aid Coordinators may be located at the Operational Area EOC, at their normal work location, or at another location depending on the emergency situation, local communications systems, their normal job responsibility, and the level of operational area EOC activation. When the Operational Area EOC is fully activated, all Operational Area Mutual Aid

Coordinators should have designated representatives at the EOC to facilitate coordination and information flow.

Coordination of discipline-specific resources will be accomplished through their respective mutual aid systems. However, it is essential that information and overall priorities be coordinated among Mutual Aid Coordinators and the Operational Area EOC.

Town Departments

Department Heads are responsible for reviewing the Town's EOP and ensuring their management teams and staff members are familiar with the terms and operational concepts. Those departments with separate Disaster or Emergency Plans must review and update their plans and ensure their processes integrate with or are included in the Town's EOP.

Those departments that have been identified to fill positions in the Town's EOC must provide the Human Resources administrator with the names and emergency telephone numbers of the primary individuals, along with a backup name and telephone numbers in case the primary person is not available.

The primary and backup individuals must familiarize themselves with the Town's EOP and be prepared to assume an active role in managing and coordinating critical disaster and recovery operations. They should assemble an Emergency Operations Kit which contains toiletries and a change of clothing that will be readily accessible if they are recalled to provide staffing to the EOC. Training sessions and practice exercises will be conducted periodically to ensure the EOC staff is adequately prepared to manage any disaster within the Town's Limits.

Each department that has designated responsibilities in the EOP should develop procedures that translate the tasking to that organization into specific action-oriented checklists for use during incident management operations, including how the department will accomplish its assigned tasks. There are four standard levels of procedural documents:

- *Overview*: a brief concept summary of an incident-related function, team, or capability
- *Standard Operating Procedures (SOP)/Operations Manual*: a complete reference document that details the procedures for performing a single function or a number of interdependent functions
- *Field Operations Guide (FOG) or Handbook*: a durable pocket or desk guide that contains essential information required to perform specific assignments or functions
- *Job Aid*: a checklist or other aid that is useful in performing or training for a job

Disaster Service Workers

If there are Town personnel who do not have specific task assignments, they are automatically designated by State Law as Disaster Service Workers during a disaster and serve in the response effort. "All public employees and all registered volunteers of a jurisdiction having an accredited disaster council are Disaster Service Workers", per the Government Code, Title I, Division 4, Chapter 8, and Labor Code, Part I, Division 4, Chapters 1 and 10.

The term “public employees” includes all persons employed by the State, County, Town or public district. Volunteers and other personnel can be quickly registered by OES as Disaster Service Workers, which provides Workers Compensation and liability coverage.

Furthermore, doctors or medical personnel can provide medical services if an emergency has been declared, and if requested by a Town Official (California Code 8659).

2.4.3 State and Regional Level

Cal OES - Region II

The Office of Emergency Services Mutual Aid Region II emergency management staff is headed by a Regional Manager. The regional emergency management staff coordinates and supports local area coordinators. The regional staff submits all requests for support that cannot be obtained within the Region and other relevant information to the State Emergency Management Staff. Responsibilities of the Mutual Aid Region II office include:

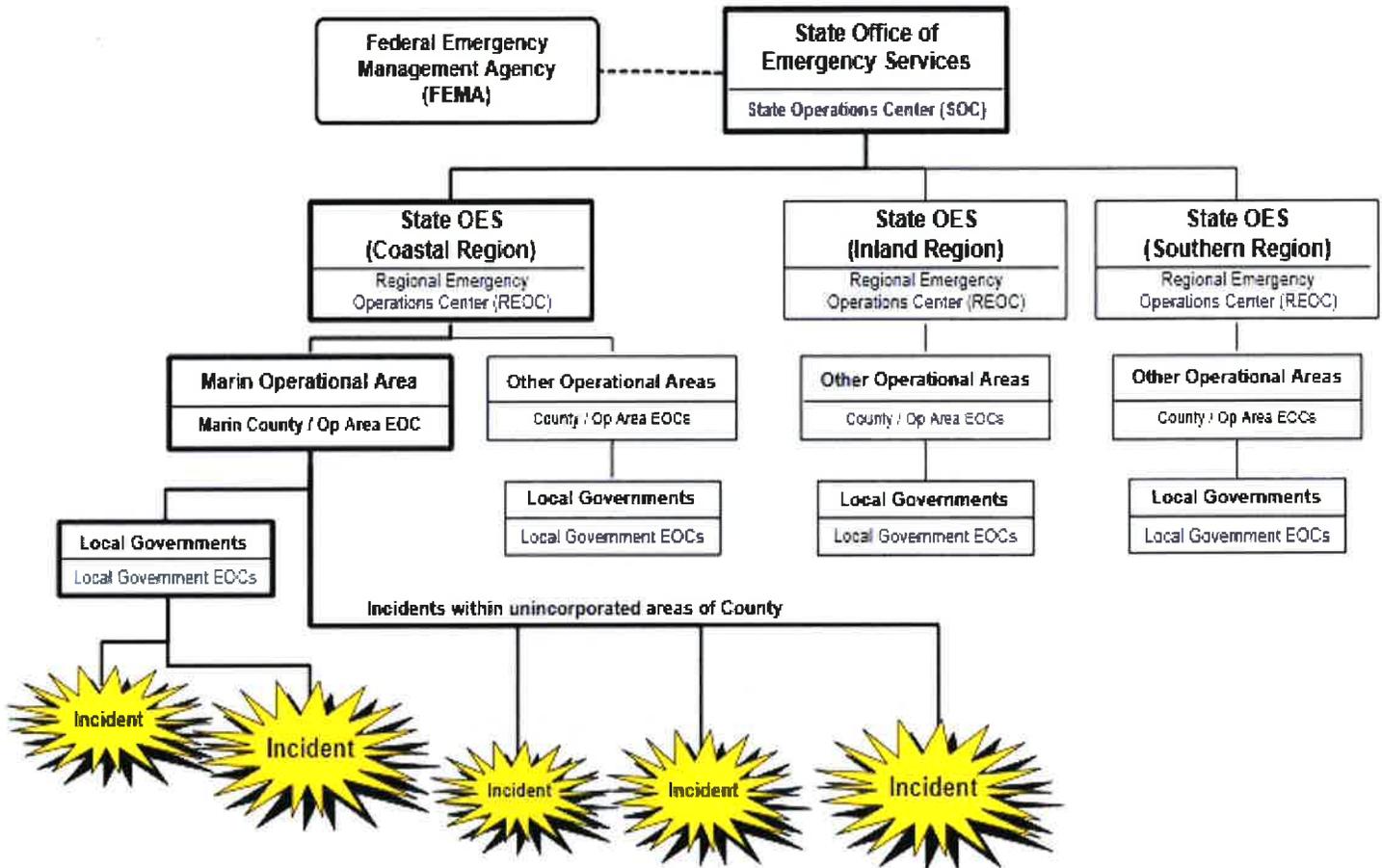
- Maintain liaison with State, Federal and local authorities utilizing the Standard Emergency Management System(SEMS)
- Provide planning, guidance and assistance to County and local jurisdictions
- Respond to requests for mutual aid
- Provide a clearinghouse for emergency operation information

Cal OES – Headquarters

The State Emergency Management Staff is headed by the Secretary of Cal OES (acting as a representative of the Governor), or his designated representative, and assisted by Coordinators provided by State agencies. When activated, the State staff will be responsible for coordinating statewide emergency operations to include the provision of mutual aid and other support and redirection of essential supplies and other resources to meet local requirements. Responsibilities of the Cal OES Headquarters office include:

- Perform executive functions assigned by the Governor
- Coordinate response and recovery operations of State agencies
- Provide a statewide clearinghouse for emergency operations and information
- Prepare and disseminate proclamations for the Governor
- Receive and process requests for Federal disaster assistance
- Direct the allocation of Federal and out-of-state resources

Office of Emergency Services Organization Chart



2.6 Town of Ross EOC Staff and Positions

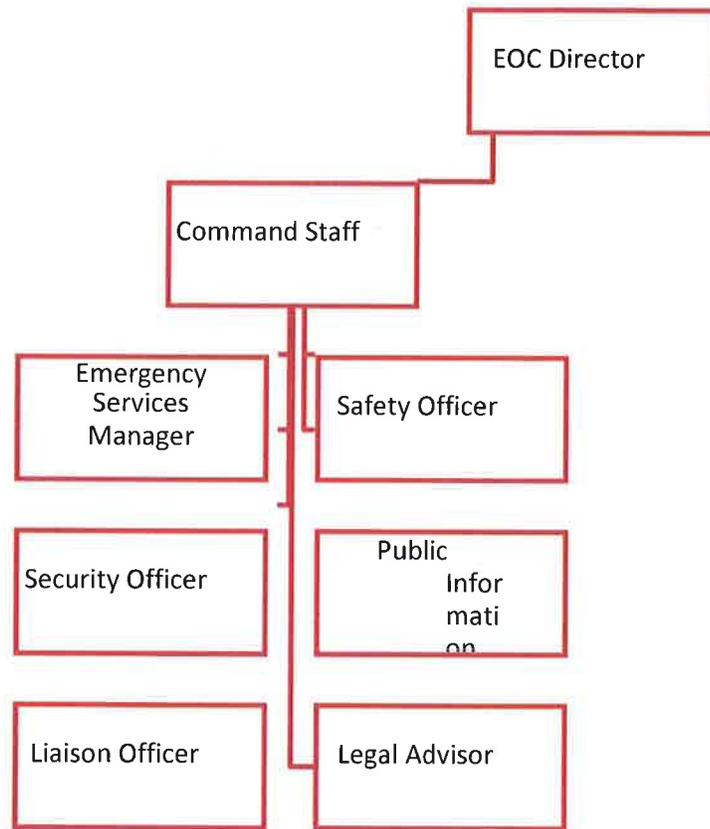
Management/Command Staff

The EOC Director, Emergency Manager, Assistant Director of Emergency Services, Safety & Security Officer, Liaison, Legal Officer, Public Information Officers, and Agency Representative, constitute the Management Staff. Also known as the Command Staff, this team has overall responsibility for management of the EOC and provides support and direction for the General Staff. Due to the limited size and staffing level of the Town, one person may hold several different management/command staff position at any given time.

The Section Chiefs for Operations, Planning, Logistics, and Finance/Administration constitute the General Staff, and they are responsible for:

- Overseeing the internal functioning of their respective sections
- Interacting with other Section Chiefs, the EOC Director, Emergency Manager, and other entities within the EOC to ensure the effective functioning of the EOC organization

The chart below shows the organizational structure of the management/command staff.



Director/Assistant Director of Emergency Services (City Manager) manages and coordinates the City's emergency response.

Emergency Services Manager (Fire or Police Chief) assists the Director of Emergency Services in the management and coordination of emergency response efforts.

Safety Officer/Security Officer (Assigned by the Director of Emergency) ensures all emergency response operations are conducted in a safe manner. Provides 24 hour a day security for all facilities. Controls personnel access to facilities in accordance with the policies established by the EOC Director.

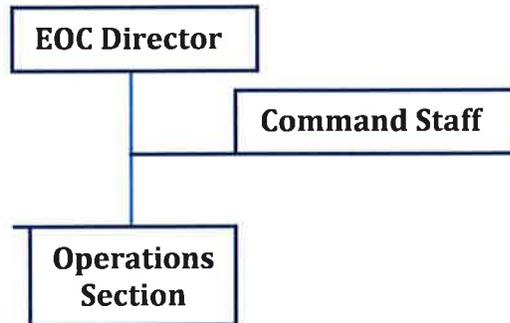
Public Information Officer (Assigned by the Director of Emergency) gathers accurate information and releases it to the public through various media.

Legal Advisor (Town Attorney) checks the legality of various emergency proclamations, writes emergency ordinances and watches out for potential legal liabilities.

Liaison Officer (Assigned by the Director of Emergency) oversees all liaison activities, including coordinating/assisting Agency, Private Sector and Volunteer Service Programs (VSP)

representatives assigned to the EOC and handling requests from other agencies for sending liaison personnel to other EOCs. Liaison Officer also works with and provides support to EOC section chiefs to determine their needs for volunteers, agency representatives and private sector resources to meet their operational requirements.

Operations Section (Section Chief assigned by the Director of Emergency Services) The Operations Section is the coordinating link to Fire, Law, Medical, Public Works and Resource Management. This section works to control the direct and immediate effects of a disaster. The chart below shows the organizational structure for the Operations Section.



- Fire and Rescue Branch
- Law Enforcement Branch
- Engineering Branch
- Medical and Health Branch

Fire and Rescue Branch puts out fires, rescues trapped and injured persons, and manages hazardous materials response (including radioactive material and nuclear fallout).

Law Enforcement Branch

- *Law Enforcement Unit* enforces laws, controls traffic, manages evacuations and controls access to hazardous areas.
- *Coroner Unit* collects, identifies and stores or buries the dead.
- *Evacuation Unit* coordinates evacuation and transportation.

Engineering Branch

- *Public Works Unit* builds repairs and restores essential structures and utilities. Removes debris; assists in heavy rescue operations; supports law enforcement and fire services personnel in execution of access and perimeter control.

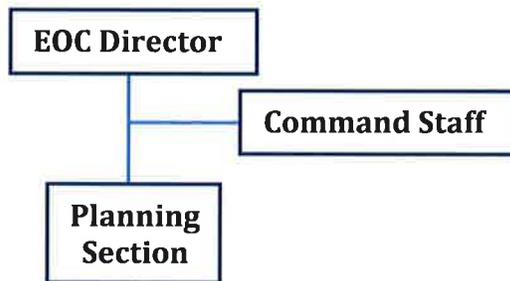
- *Utilities Unit* coordinates restoration of utility services with utility service companies.
- *Damage/Safety Assessment Unit* inspects damaged structures and posts structures for use.

Medical & Health Branch

- ***Emergency Medical Unit*** treats and transports injured and ill persons, manages medical supplies and resources, and operates casualty collection points.
- ***Public Health Unit*** maintains health and safety standards; prevents and controls disease.
- ***Mental Health Unit*** helps meet the psychological needs of emergency responders and the public.
- ***People with Access and Functional Needs (PAFN) Unit*** supports the EOC with ensuring specialized resources, information, and partners are identified and accessed for PAFN impacted by the emergency.

Planning Section

The Planning Section provides the facts and projections that help others make informed decisions. The chart below shows the organizational structure of the Planning Section.



- Situation Analysis Unit
- Documentation Unit
- Advanced Planning Unit
- Demobilization Unit
- Technical Specialists

Situation Analysis Unit gathers information such as damage assessment and weather predictions makes projections and anticipates further problems.

Documentation Unit maintains files and makes copies of all plans and assessment data. Responsible for assembling After Action/Corrective Action (AA/CA) reports for EOC management and as input to the Recovery Plan.

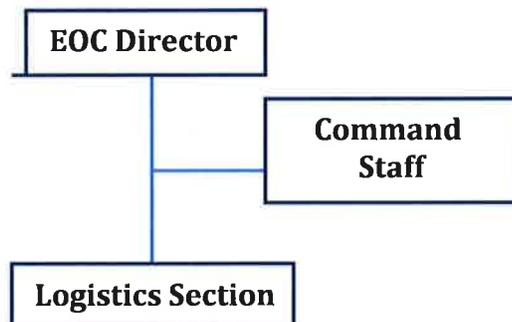
Advanced Planning Unit collects, evaluates, and disseminates information needed to understand the current situation, predict the probable course of ongoing events, prepare alternative strategies, and develop advance and recovery plans.

Demobilization Unit plans for the orderly transition from emergency status to day- to-day status.

Technical Specialists provide technical observations and recommendations to EOC staff in their specialized areas.

Logistics Section

The Logistics Section supports emergency response efforts with the acquisition, tracking, purchasing and distributing of emergency resources. The chart below shows the organizational structure of the Logistics Section.



- **Services Branch**

- Communications Unit
- Care and Shelter Unit
- Human Resources Unit
- Animal Care and Welfare Unit

- **Support Branch**

- Transportation Unit
- Facilities Unit
- Procurement Unit
- Resource Tracking Unit

Services Branch

Communications Unit manages communication equipment and the EOC Message Center.

Care and Shelter Unit coordinates the procurement, allocation and staffing of shelters, provides for the needs of disaster victims, works with American Red Cross and their efforts in providing for shelter and coordinates with Public/Mental Health Directors.

Human Resources Unit provides staff to support response and recovery operations.

Animal Care & Welfare Unit determines the need for care and shelter of animals displaced, or put at risk, due to an emergency.

Support Branch

Transportation Unit coordinates resources required to move people, equipment and essential supplies.

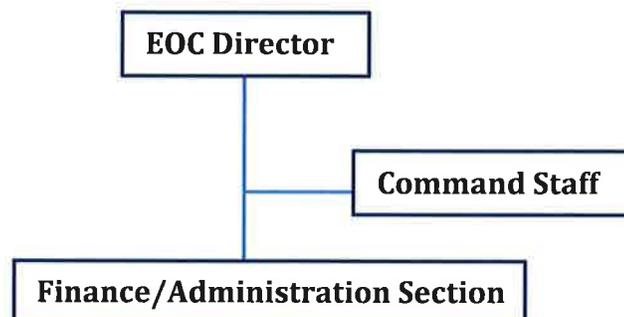
Facilities Unit provides staff support to layout and activate the Operational Area facilities, including initial activation and setup of the EOC. Also administers each facility (shelter, base, mobilization area, etc.) through a manager assigned at the facility.

Supply/Procurement Unit coordinates the allocation and distribution of essential supplies including food, fuel, health and equipment supplies and coordinates the recovery efforts to include long term housing problems that may result.

Resource Tracking Unit coordinates with the other units in the Logistics Section to capture and centralize necessary resource/ location status information.

Finance/Administration Section

The Finance/Administration Section manages the financial aspects of the emergency. The chart below shows the organizational structure of the Finance/Administration Section.



- **Time Recording Unit**
- **Purchasing Unit**
- **Compensation and Claims Unit**
- **Cost Accounting Unit**
- **Recovery Unit**

Time Recording Unit Leader manages monitors and maintains time cards for accurate reporting and recovery of personnel costs for response and recovery operations.

Cost Accounting Unit Leader gathers and reports the cost of disaster response and recovery.

Compensation and Claims Unit Leader Processes Worker's Compensation Claims received at the EOC. Helps file claims to recover the costs of the disaster.

Purchasing Unit places orders for all supplies and equipment needed to support various Operational Area jurisdictions and agencies. Establishes ordering procedures and determines times and locations for delivery of supplies and equipment.

Recovery Unit develops recovery plans and strategies for recovery operations after the disaster.

2.7 Emergency Proclamations

2.7.1 Local Emergency

If conditions of extreme peril to persons and property exist, based on the recommendation of the Town Manager or Town Mayor, Town Council may proclaim that a local emergency exists for the Town.

This proclamation will be made within 10 days of the event if the Town is to qualify for financial assistance under the State's Natural Disaster Assistance Act.

A local emergency may also be declared for the Town by the Town Mayor, which will be subject to ratification by the Town Council within seven days. The Director of Emergency Services may request the Town Council to proclaim the existence or threatened existence of a "local emergency" Town Council is in session, or to proclaim the existence or threatened existence of a "local emergency" if the Town Council is not in session.

Whenever a local emergency is proclaimed by the director, the Town Council shall take action to ratify the proclamation within seven days thereafter or the proclamation shall have no further force or effect.

In addition, the Town Council should review the continuing existence of the emergency situation and terminate the emergency declaration when conditions warrant.

The Proclamation of a Local Emergency gives legal immunities for emergency actions taken by the Town and its employees. It also enables the Town Council to act as a board of equalization to reassess damaged property and provide property tax relief.

A local emergency proclamation enables the Marin Operational Area and its members to request state assistance under the state Natural Disaster Assistance Act. It also allows the Town Manager to establish curfews, take measures necessary to protect and preserve the public health and

safety, and exercise all authority granted by local ordinance.

Causes could include, but are not limited to:

Earthquake	Fire
Flood	Major Storms
Epidemic	Dam Failure
Aircraft Incidents	Railroad Incidents
Hazmat Incidents	Agriculture Incidents
Terrorist Incidents	War

The proclamation of a Local Emergency provides legal authority to:

- If necessary, request that the Governor proclaim a State of Emergency
- Put forth orders and regulations to protect life and property, including orders or regulations imposing a curfew within designated boundaries
- Provide mutual aid to any affected area in accordance with local ordinances, resolutions, emergency plans or agreements
- Request that State agencies provide mutual aid
- Require the emergency services of any local official or employee
- Requisition necessary personnel and material of any department or agency
- Obtain vital supplies and equipment and, if required immediately, commandeer the same for public use
- Impose penalties for violation of lawful orders
- Conduct emergency operations without facing liabilities for performance or failure of performance (Note: Article 17 of the Emergency Services Act provides for certain privileges and immunities.)

During a disaster, all public employees at the Town, county and state level are automatically designated by State Law as Disaster Service Workers.

Additionally, other personnel and volunteers may be registered as Disaster Service Workers, which provides workers compensation and liability coverage. To be eligible, a person must sign a loyalty oath to the Federal and State Constitutions.

Request for Concurrence of Local Emergency

Following the Proclamation of a Local Emergency for the Town, the County Board of Supervisors may request that the Secretary of Cal OES concur and provide assistance under the state Natural Disaster Assistance Act. This Act provides financial assistance for the permanent restoration of public real property other than facilities used solely for recreational purposes when it is damaged or destroyed by a natural disaster.

To qualify for State concurrence in a local emergency, a proclamation must be made within 10 days of the occurrence. A copy of the proclamation, along with the information compiled in the damage assessment process, must accompany the request for State concurrence.

2.7.2 State of Emergency

State of War Emergency

Whenever the Governor proclaims a State of War Emergency, or if a State of War Emergency exists, all provisions associated with a State of Emergency apply, plus:

- All State agencies and political subdivisions are required to comply with the lawful orders and regulations of the Governor made or given within the limits of his authority as provided for in the Emergency Services Act.

2.8 Essential Facilities – Primary and Alternate EOC

2.8.1 Emergency Operations Center

The Town of Ross Emergency Operations Center is the central coordination point for emergency management coordination. Its purpose is to provide a location to collect and disseminate information, to provide an enterprise-wide “common operating picture” of the Town’s response activities, and to facilitate actions necessary to protect the citizens, staff, and visitors of the community during an emergency affecting the Town. The Incident Command System is utilized to coordinate the response to these emergencies.

The EOC provides space and facilities for the centralized coordination for emergency functions (e.g., emergency operations, communications and warning, damage assessment, public information).

The EOC is staffed with designated Town Staff who have completed specialized training and development, and who are equipped with a variety of systems and tools that aid in data collection and sharing, resource allocation, and other critical functions.

2.8.2 Primary and Alternate EOC’s

The Town of Ross, in accordance with Standardized Emergency Management System (SEMS) and National Incident Management System (NIMS), maintains an Emergency Operations Center (EOC) from which the Incident Management Team (IMT) shall coordinate the emergency response and recovery operations for the Town.

The primary EOC location for small scale incidents shall be the Town Hall / Chamber Room, located at 31 Sir Francis Drake Boulevard, Ross. An alternate EOC location is in the Ross Police Department – Briefing Room, located at 33 Sir Francis Drake Boulevard, Ross.

In the event of a large scale emergency/disaster the Marin County Sheriff’s Office of Emergency Services (OES) will provide emergency management services for the County/Operational area including its eleven cities/towns. If a smaller scale event occurs and the Town of Ross requires assistance in emergency management, the OES will provide such assistance, with the Town of Ross retaining primary operational control. The OES office and EOC is located at the Marin County Sheriff’s Office at 1600 Los Gamos Drive, San Rafael, CA 94903.

3.0 Concept of Operations

3.1 Principles of Operations

This Emergency Operations Plan is designed to effectively and efficiently organize and coordinate the Town's response to major emergencies by:

- Managing and coordinating emergency operations in incorporated areas of the Town.
- Coordinating resources within the Town.
- Coordinating mutual aid within the Town.
- Resolving and prioritizing conflicting requests for support.
- Requesting and allocating resources from outside the Town.

3.2 Prioritizing Operations

The priorities that guide decision making within the EOC environment are as follows:

1. Save human lives
2. Protect property
3. Provide for the needs of survivors
4. Provide public information
5. Preserve government
6. Restore essential services
7. Protect and restore the environment

3.3 Notifications

Notification is the process of communicating the need to respond to an emergency to the appropriate emergency response services. The Town's Police and Fire Dispatch Center continuously monitors both the California Law Enforcement Telecommunications System (CLETS) for law enforcement and terrorist activity, and the National Warning System (NAWAS) for both natural and human caused disasters which might affect the Town or surrounding areas. Dispatch maintains an Emergency Recall List to alert and activate its emergency response personnel, as well as to notify emergency management personnel of potential hazards and disasters.

3.4 Activation Criteria

The material included in the Town EOP is necessary for ongoing preparedness activities,

including training, exercising, and ongoing development of planning materials (e.g., policies and SOPs). From this standpoint, the EOP is always activated as a preparedness tool.

During an actual emergency, the essential purpose of the plan is to guide emergency management personnel in activations to, operations in, and demobilization from the EOC and in other functional capacities during an emergency.

This EOP should be used during situations that require a response beyond the scope of normal emergency operations. The Town of Ross will activate the EOP processes beyond the level of preparedness when:

- There exists a credible (or recognized) threat to the life, safety or health of citizens in the Town, or a threat to the local environment or economy, such that the Town Manager initiates some level of activation (even if monitoring level) of the EOC in case of, or in expectation of the Town Council designating **LOCAL EMERGENCY**.
- The Town Manager, or designated representative, has proclaimed a **LOCAL EMERGENCY** in accordance with the appropriate emergency ordinance.
- The Governor has proclaimed a **STATE OF EMERGENCY** in an area that includes Marin County.
- The President has declared a **NATIONAL EMERGENCY**.
- There is a proclamation of a **STATE OF WAR EMERGENCY** as defined by the California Emergency Services Act.
- There is a terrorist attack warning or the observation of a Weapon of Mass Destruction (WMD).

Some Town departments and agencies may have their own departmental emergency plans and procedures that are separate from this plan. This plan supersedes all other Town emergency plans and is considered the Town's "Master" Emergency Plan. This is the primary plan that will be used in conjunction with other departmental plans.

3.5 Phases of an Emergency

3.5.1 Before the Emergency

Before an emergency ever occurs, the Town is committed to conducting preparedness activities that include: developing plans, training personnel, conducting emergency exercises, educating the public, and arranging to have necessary resources available.

In order to remain ready to respond, the Town will keep their emergency communications systems, warning systems and the Emergency Operations Center ready at all times.

If a situation such as an approaching storm or a worsening international situation warrants an increase in readiness, the Town will review and update documents, check procedures, increase

public information efforts, accelerate training programs and prepare to use emergency resources.

3.5.2 Warning Phase

This phase could begin with the forecast of a flood, or other natural disaster, or an international crisis which could lead to war.

During this phase, responsible agencies and citizens may have to take action, such as warning and evacuating endangered occupants. Responding agencies and entities should notify the County Office of Emergency Services immediately. Refer to the checklists in this volume for specific instructions.

The Town's Emergency Organizations will be activated as needed at the direction of the Town Manager. Depending on the situation, coordination of these resources may be centralized or decentralized.

If State and possible Federal aid will be needed, the Town Mayor may proclaim a **LOCAL EMERGENCY**. Local Emergency proclamation templates are included in the attachments.

If a Weapon of Mass Destruction (WMD) or any other terrorist attack appears imminent, the Governor may proclaim a **STATE OF WAR EMERGENCY**.

3.5.3 Impact Phase

If there is no warning, the first response is usually by a field unit. The responding field units then summon additional field units and they establish a field command post with an Incident Commander in charge. The Incident Commander may then decide to increase the level of response and notify the Department Director, or the Town Manager, who will activate this Plan.

See Levels of Emergencies later in this section for more detail. During this phase, use the EOC checklists to guide your actions. Remember the EOP priorities listed earlier.

After the immediate needs of people have been met, the Recovery Phase begins.

3.5.4 After the Emergency - Recovery

Recovery from a major disaster can take months, even years. It is a complex process that can include special legislation, financial entanglements, massive construction programs and, of course, lawsuits. The information below is provided as a synopsis of key elements of recovery.

The Recovery Phase has the following objectives:

- Reinstatement of individual autonomy.
- Restoration of family unity.
- Provision of essential public services.

- Permanent restoration of private and public property.
- Restoration of normal government operations.
- Restoration of public services.
- Research to uncover residual hazards, advance knowledge of disasters and improve future emergency operations.

As soon as possible, the Office of Emergency Services Director will bring together private, local, State, and Federal Agencies to coordinate State and Federal assistance programs and establish support priorities.

Disaster assistance will be coordinated through "one-stop" Disaster Application Centers (DACs), staffed by representatives of Federal, State and local governmental agencies, private service organizations and private companies. If major damage has occurred, a local government recovery group will be formed to coordinate planning and decision making for recovery and reconstruction.

3.5.5 After the Emergency - Mitigation

The purpose of hazard mitigation is to keep the hazard from happening again (e.g., eliminating hazmat spills) or to lessen its impact if it does (e.g., reducing impacts from earthquakes). It is also a requirement of Section 406 (minimum Standards for Public and Private Structures) of the Federal Disaster Relief Act of 1974 (Public Law 93-288). Details on mitigation efforts are found in the Mitigation Plan. The information below is provided as a synopsis of key elements of mitigation.

Every disaster can teach us valuable lessons about resiliency, including improved techniques for building construction, land use practices, and emergency response efficiencies. Unfortunately, many of these lessons are soon forgotten and there is a tendency to return to the poor construction, unsafe land use and other shortsighted practices that caused the disaster in the first place. That's why the Federal Disaster Relief Act of 1974 requires safe land use and construction practices as a condition of receiving Federal disaster aid. NIMS stress the requirements for Corrective Action as a vital part of After Action Reporting following an incident.

3.6 Categories of Emergencies

Generally, emergency response will progress from local to the County, to regional, to State, and finally to Federal involvement. Consistent with Marin Office of Emergency Services, Ross has established three levels of emergency response, based on the severity of the situation and the availability of local resources.

3.6.1 Minor to Moderate¹

This type of situation is managed in a normal manner from a command post at the scene. Local resources are adequate and available; a local emergency may or may not be proclaimed.

Both coordination and direction are decentralized: the Emergency Operations Center is not activated and public safety personnel provide necessary support, as established by agreements and ordinances.

Police, fire and other responders coordinate via established telephones, radio systems and dispatch centers.

3.6.2 Moderate to Severe²

Local resources are not adequate and mutual aid may be required on a regional or even a statewide basis. A Local Emergency is proclaimed and a State of Emergency might be proclaimed.

Multiple Town agencies, as well as other jurisdictions, require close coordination of resources, coordination is centralized, and key Town personnel meet in the Emergency Operations Center to coordinate emergency response. Their activities can include, but are not limited to:

- Establishing an area-wide situation assessment function.
- Establishing an area-wide public information function.
- Determining resource requirements and coordinating requests for the affected area.
- Establishing and coordinating the logistical systems necessary to support multi-incident management.
- Establishing priorities for resource allocation.

Note that these functions are supplementary to those which may be performed by a single agency or within a single jurisdiction.

Direction is decentralized: Incident Command Systems established by local jurisdictions continue to report through local dispatch centers. Agency dispatch centers or liaison personnel provide information to the Emergency Operations Center.

3.6.3 Major Disasters³

Town resources are overwhelmed and extensive State or Federal resources are required. A Local Emergency and a State of Emergency are proclaimed and a Presidential declaration of an emergency or major disaster will be requested.

Emergency operations are centralized. The Emergency Operations Center is activated and all coordination and direction activities are done from there. There may be several incidents and the managers of each incident should report status and resource requests to, and receive direction from, the Emergency Operations Center. During war, the Statewide Emergency Management System will be fully activated and the State will coordinate emergency operations from Sacramento.

3.7 Alert and Warning

Alert and warning is the process by which the public, business, and other local entities are provided information regarding the (potential) emergency, along with instructions as to appropriate actions.

The Ross Police Department, Ross Valley Fire Department, and Town Manager have the primary responsibility in alerting and warning the public within Town limits. Alerting and warning the public may be accomplished through the Alert Marin Emergency Notification System, Nixle, Ross Net, Town-wide email list, The Town siren (which is located on a 40-foot monopole behind the

public works garage building, at 35 Sir Francis Drake Boulevard), Cal OES's Emergency Digital Information System (EDIS), television broadcasts, augmented by social media sites, and/or simply driving up and down the streets using the public- address system on patrol vehicles.

3.8 EOC Operations

The Town's EOC's operations uses ICS and SEMS protocols to organize communicate and coordinate its activities. The number of EOC functional positions that are activated depends on the magnitude of the emergency (incident, emergency, or disaster). The specific people that are activated depend on the scope of the emergency; only those branches and units will activate that are needed to address the emergency.

The EOC will coordinate resource requests that originate from the field tactical response efforts in the Town. The EOC will also request additional resources from outside the Town, coordinate public alert systems, support development of consistent and accurate messages to the public, develop strategies for resolution of issues, develop short and long-term action plans, conduct damage assessments, coordinate the recovery and post-disaster mitigation efforts, and conduct other emergency management and coordination support functions that are needed. The EOC will essentially act as the coordinating funnel through which all policy, resources and information will flow.

3.8.1 Direction and Control

The Town is responsible for coordinating the resources, strategies and policy for any event within the Town limits that exceeds the capacity of field tactical responders. Tactical control remains the responsibility of field Incident Commanders at all time. The Town Manager, working through the mechanisms of the EOC, provides direction and control over the coordination of multi-department and multi-jurisdictional resources to support the field responders. Policy decisions may be made by the EOC Director that is staffed by the Town Manager or designee.

Marin County EOC will coordinate resource requests from the local municipalities within the operational area. If requests exceed the supply in the operational area, the Operations Section will provide resources based on established priorities.

If resources are not available within the operational area, requests will be made to the Coastal Region's Regional Emergency Operations Center (REOC) in Oakland, CA. The REOC will coordinate resources obtained from the operational areas throughout the region.

If resources are not available in the region, they will request from the State Operations Center (SOC) in Sacramento. If the state cannot supply the resource, they will request from Federal Emergency Management Agency (FEMA) and other federal agencies.

3.8.2 Information Collection, Analysis and Dissemination

Information Collection into the EOC. Information will be sent into the EOC from various sources, including: the various activated Town Department Operations Center (DOC), the Joint Information Center (JIC), activated municipality EOCs, field area commanders, executives and elected officials, and other sources. Calls into the EOC will be screened by the EOC operator for appropriateness and routed to the appropriate section.

Information dissemination within the EOC. Information communication will take place using various communication tools. Primarily, the EOC provides the structure for face-to-face communication and coordination. The EOC Message Form is used for written communications and documentation of key messages. Situation Status Boards (e.g., white boards and overhead projected information) are kept updated throughout the duration of an EOC activation to provide instant status communication; this information is periodically recorded and documented by the Planning Section.

Information communicated outside of the EOC. The EOC provides the single point of contact for information sharing to agencies and entities within and outside of the operational area. Such communications take place via typical systems such as telephone and email; the Response Information Management System (RIMS) is used to provide and document key information sharing and resource requests to the Coastal REOC. In cases where the day-to-day operating systems are impacted, the State's Operational Area Satellite Information System (OASIS) will be used to establish the link to the network server, allowing the County to transmit the data to the State. A number of reports will be used to communicate and document information, including: the Preliminary Report, the Situation Summary, the Status Report and a Flash Report.

3.8.3 Communications

The county maintains the Marin Emergency Radio Authority (MERA) based on the use of UHF-T band for field responders; interoperable radio, telephone, mobile telephone, satellite telephone and internet email in the EOC; and backup power supply to support EOC communications systems.

3.8.4 Documentation Finance, Administration and Logistics

Documentation. The EOC Finance/Administration Section will be responsible for maintaining records on damage assessment expenditure, recovery cost expenditures, insurance related documents, personnel overtime, and other costs associated with the emergency. Guidance is provided in their position guides at the EOC.

Planning. The EOC Planning Section will maintain copies of documents that are integral to EOC functions, (such as EOC Action Plans, Situation Status logs, position log) that together make up the history and chronology of the emergency events. Guidance is provided in their Planning Section's operational procedures at the EOC.

The Town of Ross will conduct an After-Action Review of the emergency once it is completed, and document the findings, recommendations and suggestions for improvement in an After-Action Report.

Finance. In the case of a major disaster in the county, the EOC will support state and federal entities with cost recovery efforts, if requested and as able. Ross citizens may benefit from the Small Business Administration, and the county may benefit from the FEMA Public Assistance Program. Ross may assist the citizenry with public service announcement regarding support available as unemployment benefits, worker's compensation, and insurance benefits.

Logistics. The EOC Logistics Section is responsible for resource location and requests and working within EOC processes to ensure resources affiliated with the emergency are documented and tracked. Mutual Aid requests are conducted according to California SEMS protocols. Guidance is provided in the EOC Logistics Section's operational procedures at the EOC.

3.9 Deactivation of the EOC

As the threat to life, property, and the environment dissipates, the EOC Emergency Services Director will consider deactivating the EOC. The EOC Emergency Services Director will direct Section Chiefs to deactivate their sections, ensuring that each unit/branch/section provides its logs and files to the Recovery Unit. The Recovery Unit will organize these materials, so they can be archived and/or utilized for the financial recovery process.

The Recovery Unit Leader will coordinate the recovery effort, ensuring that all damaged public facilities and services are restored. In coordination with the Emergency Services Coordinator, the Recovery Unit will prepare the After-Action/Corrective Action Report, submitting it to the State's Coastal Region Office of Emergency Services within 60 days of the disaster/event.

4.0 Recovery

The County of Marin, each of the cities in the Operational Area, and all the special districts serving the Operational Area may be involved in recovery operations for the Marin Operational Area. This section is provided as summary guidance. For details on recovery, see the Recovery Annex to this Plan.

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

- Assessment of the extent and severity of damages to public and private property.
- Restoration of services generally available in communities - water, food, medical assistance, utilities and lifelines.
- Repair of damaged homes, buildings and infrastructure.
- Professional counseling when sudden changes resulting from the emergency have resulted in mental anguish and inability to cope.

Local governments can help individuals and families recover by ensuring that these services are available and by seeking additional resources if the community needs them. Recovery occurs in two phases: short-term and long-term.

4.1 Short-Term Recovery

Short-term recovery operations will begin during the response phase of the emergency. The major objectives of short-term recovery operations include rapid debris removal and cleanup, and orderly and coordinated restoration of essential services (electricity, water, and sanitary systems). Short-term recovery operations may include all the agencies participating in the Operational Area that have been impacted by the event.

The goal of short-term recovery is to restore local government to at least a minimal capacity.

Short-term recovery includes:

- Utility restoration
- Expanded social, medical, and mental health services
- Re-establishment of Marin county government operations
- Re-establishment of transportation routes
- Debris removal
- Cleanup operations, and abatement and demolition of hazardous structures

Each jurisdiction will coordinate its efforts to restore utility systems and services during recovery operations. Medical services may need to operate from temporary facilities, as necessary. Marin County Mental Health Services will help coordinate and conduct Critical Incident Stress Debriefings for emergency response personnel and victims of the disaster event.

For federally declared disasters, Disaster Assistance Centers may be established by the Federal Emergency Management Agency (FEMA) to assist disaster victims and businesses in applying for grants, loans, and other benefits. In coordination with the American Red Cross, the County and other jurisdictions will provide sheltering for disaster victims until housing can be arranged.

The County and cities will ensure that debris removal and cleanup operations are expedited. On the basis of the County and other Operational Area jurisdictions' assessments, structures that pose a public safety concern will be repaired or demolished.

4.2 Long-Term Recovery

Long term recovery may also begin during the response phase. The goal of long-term recovery is to restore facilities to pre-disaster condition. Long-term recovery includes hazard mitigation activities, restoration or reconstruction of public facilities, and disaster response cost recovery. Each affected jurisdiction will be responsible for their own approach to mitigation, which could include zoning variances, building codes changes, plan reviews, seismic safety elements, and other land use planning techniques.

Long term recovery can include:

- Coordinated delivery of social and health services.
- Improved land use planning.
- Improved Marin Operational Area Emergency Operations Plan.
- Re-establishing the local economy to pre-disaster levels.
- Recovery of disaster response costs.
- Effective integration of mitigation strategies into recovery planning and operations.
- Repair and replacement of infrastructure.

With public safety a primary concern, rapid recovery may require adjustments to policies and procedures to streamline the recovery process. Hazard mitigation actions will need to be coordinated and employed in all activities by all jurisdictions in order to ensure a maximum reduction of vulnerability to future disasters. The actions are outlined in the Town of Ross Hazard Mitigation Plan and the Marin County Hazard Mitigation Plan. The Town, County, Operational Area jurisdictions, and special districts will strive to restore essential facilities to their pre-disaster condition by retrofitting, repairing or reconstructing them during long-term recovery operations.

Recovery programs will also be sought for individual citizens and private businesses. The County's and other Operational Area jurisdictions' redevelopment agencies will play a vital role in

rebuilding commercial areas of Marin Operational Area.

4.3 Recovery Operations Organization

The Town's recovery operations will continue to be managed according to the ICS structure. Responsible entities will change as the response evolves into the recovery phase of the emergency. The Recovery ICS will be managed and directed by the assigned Disaster Recovery Manager.

Recovery issues involving Operational Area jurisdictions and special districts will be coordinated and managed between the Assistant County Administrator and designated representatives. Each Operational Area jurisdiction and special district will appoint a Recovery Manager to be the single point of contact for their respective recovery operations.

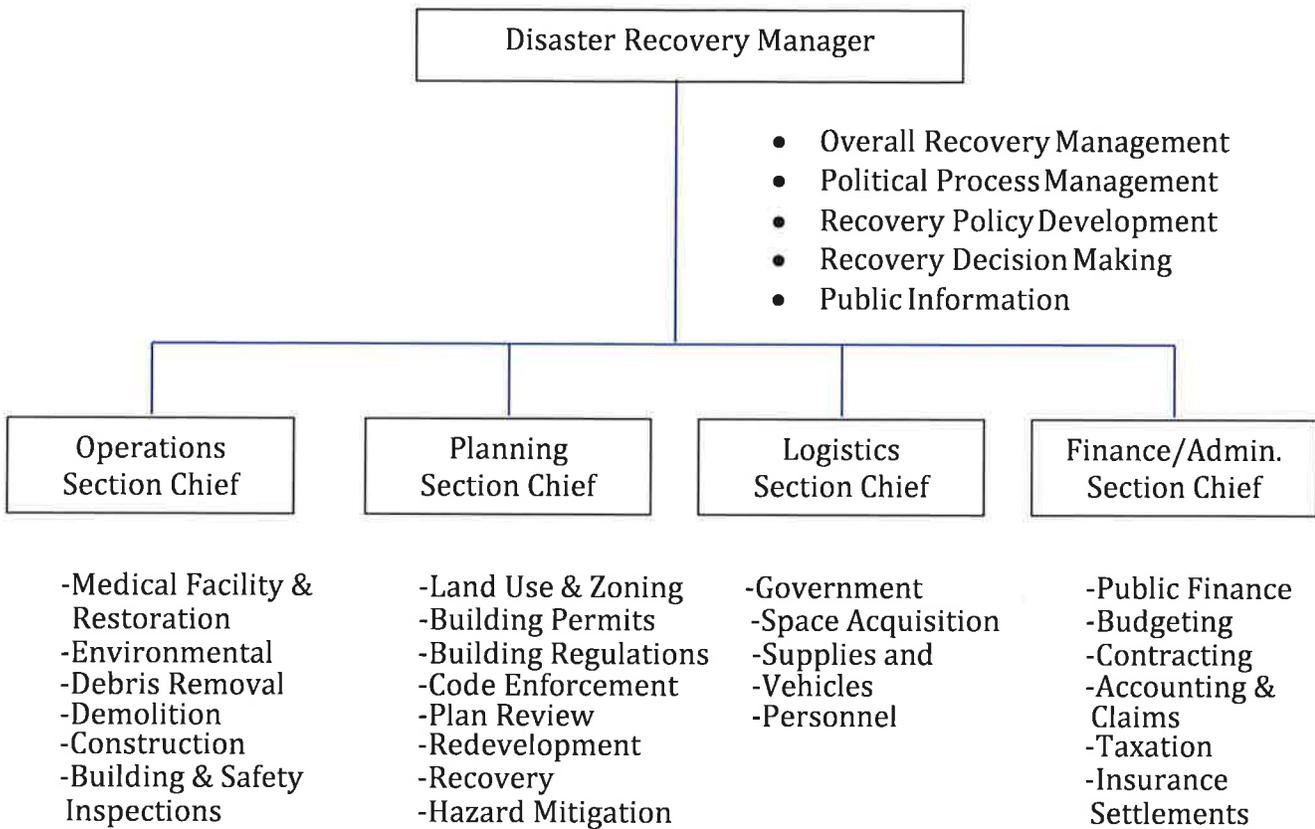
On a regularly scheduled basis, the Disaster Recovery Manager will convene meetings with Town department directors, key individuals, and representatives from affected jurisdictions and special districts and from the private sector. These meetings will be held to make policy decisions collectively. They will also be used to obtain and disseminate information regarding completed and ongoing recovery operations.

Public information during the recovery process will be handled by the Town's Information Officer; however, information will be coordinated among the agencies and jurisdictions, through the Marin OES.

The Town's Emergency Services Manager will assist the Disaster Recovery Manager in facilitating and leading the recovery process. Town departments will also be represented and responsible for certain functions throughout the recovery process.

The organizational chart used in recovery operations is shown on the next page.

Recovery Operations Organization Chart



4.4 Recovery Damage and Safety Assessment

Recovery Damage and Safety Assessment is the basis for determining the type and amount of state and/or federal financial assistance necessary for recovery. An Initial Damage Estimate is developed during the emergency response phase to support a request for a gubernatorial proclamation and for the State to request a presidential declaration.

The Engineering Branch/Department will complete the detailed damage assessment. During the recovery phase, this assessment is refined to a more detailed level. This detailed damage and safety assessment will be needed to apply for disaster financial assistance programs and to manage them if they are approved. The mitigation priorities outlined in the Town’s Hazard Mitigation Plan will be utilized in this process.

4.5 Recovery Operations Responsibilities

Recovery Operations Responsibilities	
Function	Departments/Agencies
Overall process management; interdepartmental coordination; policy development; decision making; and public information.	Town Manager's Office
Land use and zoning variance; permits and controls for new development; revision of building regulations and codes; code enforcement; plan review; building and safety inspections.	Planning and Building Department Public Works Department
Restoration of medical facilities and associated services; continue to provide mental health services; perform environmental reviews.	County Health & Social Services Department
Debris removal; demolition; construction; management of and liaison with construction contractors; restoration of utility services.	Public Works Utility Special Districts/Agencies
Housing programs; assistance programs for the needy; oversight of care facility property management; low income and special housing.	Planning and Building Department
Public finance; budgeting; contracting; accounting and claims processing; taxation; insurance settlements.	Finance Department Special District Accounting Offices
Redevelopment of existing areas; planning of new redevelopment projects; financing new projects.	Planning and Building Department
Applications for disaster financial assistance; liaison with assistance providers; onsite recovery support; disaster financial assistance project management.	County Office of Emergency Services (OES) Jurisdictional OES Special District Accounting Offices
Advice on emergency authorities, actions, and associated liabilities; preparation of legal opinions; preparation of new ordinances and resolutions.	Town Attorney
Government operations and communications; Management Information Services (MIS); acquisition; supplies and equipment; vehicles; personnel; and related support.	Administrative Services

4.6 Documentation

Documentation is the key to recovering eligible emergency response and recovery costs. Damage assessment documentation will be critical in establishing the basis for eligibility of disaster assistance programs. Under the State Natural Disaster Assistance Act (NDAA), documentation is required for damage sustained to the following:

- Public buildings
- Levees
- Flood control works

- Irrigation works
- County roads
- City streets
- Bridges
- Other public works

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

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

Debris removal and emergency response costs incurred by the affected entities should also be documented for cost recovery purposes under the federal programs. It will be the responsibility of the Town to collect documentation of these damages and submit them to the Recovery Manager. The documenting information should include the location and extent of damage, and estimates of costs for: debris removal, emergency work, and repairing or replacing damaged facilities to a non-vulnerable and mitigated condition. The cost of compliance with building codes for new construction, repair, and restoration will also be documented. The cost of improving facilities may be provided under federal mitigation programs.

Documentation is key to recovering expenditures related to emergency response and recovery operations. For each jurisdiction and special district, documentation must begin at the field response level and continue throughout the operation of their Emergency Operations Center as the disaster unfolds.

4.7 After-Action/Corrective Action Reporting

The Standardized Emergency Management System (SEMS) regulations require any Town or county declaring a local emergency for which the Governor proclaims a State of Emergency, to complete and transmit an After-Action Report to Cal OES within 90 days of the close of the incident period. SEMS/NIMS integration requires this report to include Corrective Actions, so this report is now called the After Action/Corrective Action (AA/CA) Report.

The AA/CA report will provide, at a minimum, the following:

- Response actions taken
- Application of SEMS
- Suggested modifications to SEMS
- Necessary modifications to plans and procedures
- Training needs
- Recovery activities to date

- Corrective Actions to resolve identified issues or problems

The AA/CA report will serve as a source for documenting the Town's emergency response activities and identifying areas of concern and successes. It will also be utilized to develop a work plan for implementing improvements. The AA/CA report will be a composite document for all SEMS levels, providing a broad perspective of the incident, referencing more detailed documents, and addressing all areas specified in regulations.

It will include an overview of the incident, including enclosures, and will also address specific areas of the response, if necessary. It will be coordinated with, but not encompass, hazard mitigation. Hazard mitigation efforts may be included in the "recovery actions to date" portion of the AA/CA report.

The Planning Section will be responsible for the completion and distribution of the Town's AA/CA report, including sending it to the Coastal Region Office of Cal OES within the required 90-day period.

The Town may coordinate with other Operational Area jurisdictions and special districts in completion of the AA/CA report. The designated emergency services coordinators for each affected Operational Area jurisdiction will be responsible for submitting the jurisdiction's report to the Coastal Region Office of Cal OES within the 90-day period. They may incorporate information from special districts.

For the Town, the AA/CA report's primary audience will be Town employees, including management.

The AA/CA reports will be written in simple language, well structured, brief and well presented, and geared to the primary audience. Data for the AA/CA report will be collected from EOC Log Sheets and Reports, RIMS documents, and other documents developed during the disaster response. The most up-to-date form, with instructions, can be found on RIMS. An AA/CA Report template, which addresses NIMS integration, is located in the Forms Section of this EOP.

4.8 Hazard Mitigation

The purpose of hazard mitigation is to reduce or eliminate negative consequences resulting from a disaster. It is also a requirement of Section 406 (Minimum Standards for Public and Private Structures) of the Federal Disaster Relief Act of 1974 (Public Law 93-288). The Town's Hazard Mitigation priorities and strategies are outlined in the Town's Hazard Mitigation Plan. A brief summary of pre and post disaster hazard mitigation actions follow.

Every disaster can teach valuable lessons about building construction, land use and emergency response. Unfortunately, many of these lessons are soon forgotten and there is a tendency to return to the poor construction, unsafe land use and other shortsighted practices that caused the disaster in the first place. Subsequently, Federal statute and policy require safe land use and construction practices as a condition of receiving Federal disaster aid.

4.8.1 Pre-disaster Hazard Mitigation Actions

Avoid the Hazard - Authority to Zone - Zoning is usually a function of local government, except

where State or federally owned lands are exempt from local zoning laws. Other interests may propose zoning regulations, but only local government can adopt them. By mutual agreement, State or Federal restrictions may be locally adopted and enforced.

Limitations - Zoning can be useful but its powers are limited. Therefore, zoning usually reflects, rather than dictates, current land use trends. Zoning is also particularly vulnerable to political pressure; this is particularly true if an area is very attractive for development but rarely experiences major disasters.

Zoning is generally best suited to restrict the use of smaller areas (such as very steep slopes) within larger areas, as opposed to restricting large areas (such as areas of potential earthquake shaking).

Improve Building Standards - Buildings in hazardous areas can often be made safe. This can be as simple as adding a fireproof roof or it can mean tearing the building down and starting over.

Local Standards - Building codes are usually a function of local government, except where State or Federal buildings are exempt from local codes. Codes can be strengthened for hazardous areas. Usually stronger codes are enforced only for new construction or remodeling; but some recent laws require hazard related inspections for existing buildings that are considered at risk. The idea is that inspections will produce knowledge of liability which will motivate the owners to improve their buildings.

State Standards - For State owned facilities outside the jurisdiction of local governments, construction standards are adopted and enforced by the responsible State agency. In some cases, these standards may serve as models for local governments.

State Conditions for Assistance - As a condition for State approval of loan or grant assistance as a result of a major disaster or Emergency Declaration, the Governor's authorized representative may recommend to the Federal Emergency Management Agency Regional Administrator that the Associate Director prescribe certain construction standards for Federal Emergency Management Agency assisted projects for hazard mitigation purposes.

Federal Standards - Federal agencies adopt and enforce Federal standards for Federal buildings. In some cases, these Federal construction standards may serve as model standards for State and local governments.

Federal Conditions for Assistance - The Federal Emergency Management Agency Regional Administrator can suspend or refuse to approve any project application until it is confirmed that the work will result in a facility or structure that is safe for its intended use. A Federal agency may require local or State governments to adopt and enforce certain hazard mitigation regulations as a condition for Federal assistance or participation in federally assisted programs.

- **Section 406, Public Law (93-288 1-2-B)** - As a condition of any disaster loan or grant made under the provisions of the Act, the recipient shall agree that any repair or construction to be financed therewith shall be in accordance with applicable standards of safety, decency and sanitation and in conformity with applicable codes, specifications and standards, and shall furnish such evidence of compliance with this section as may be

required by regulation. As a further condition of any loan or grant made under the provisions of this Act, the State or local government shall agree that the natural hazards in the areas in which the proceeds of the grants or loans are to be used shall be evaluated and appropriate action taken to mitigate such hazards, including safe land use and construction practices, in accordance with standards prescribed or approved by the President after adequate consultation with the appropriate elected officials of general purpose local governments, and the State shall furnish such evidence of compliance with this section as may be required by regulation.

- **Reduce the Hazard** - The hazard itself can be reduced. Of course, this depends on the type of hazard: double containment of a storage tank will reduce the hazard from the chemical inside, but we cannot stop an earthquake or a storm. The EOC Team may make recommendations regarding hazard reduction.
- **Public Education** - If the general public knows what to do before, during and after a disaster, the impact of the disaster can be greatly reduced. Public education is largely a local function, although the State and Federal governments do make a variety of educational materials available.
- **Insurance** - Although insurance cannot reduce the impact of a disaster, it does spread that impact over a larger group of people over a longer period of time. Some insurance programs are private, and some, such as the Federal flood insurance program, are government funded. Insurance programs may have construction standards that must be met before insurance is sold.

4.8.2 Post-Disaster Hazard Mitigation Actions

- **Agreement to Work Together** - Following each Presidential emergency declaration or major disaster, the Regional Secretary of the Federal Emergency Management Agency and the Governor execute a document called the Federal/State Agreement. This Agreement includes hazard mitigation.
- **The Mitigation Team** - Federal, State and local Hazard Mitigation Coordinators will be appointed to work together as a Team to:
 - **Look for Hazards** - The Team will review reports, visit the site and talk to concerned parties. The Team will review land use laws, construction standards, mitigation measures, damage assessments, Damage Survey Reports and other information. As a result of its findings, the Team may change the boundaries of high hazard areas and recommend mapping or re- mapping of these areas.
 - **Review Emergency Plans** - For each hazard prone area, the Team will review local and State emergency plans. Where plans for hazard mitigation are inadequate, the team will recommend improvements. The Federal Emergency Management Agency Regional Secretary and the Governor's authorized representative may decide to require that these improvements be made. They will consider:
 - If hazard mitigation could be effective

- The size and composition of the jurisdiction
 - Local government's authority to regulate land use and construction practices
 - The local government's exercise of such authority
 - They may also help governments write or update their plans
- **Write a Mitigation Plan** - The Team will develop a Plan that will make recommendations and will include procedures for carrying out the recommendations. The Plan is due to the State within six months of a Presidential declaration. The Team may develop follow up contracts with the State or local government as appropriate.
 - **Review Standards** - The Team will inventory and evaluate the applicant's existing standards for the type of repairs, reconstruction or restorative work for which Federal loan or grant assistance is being requested. The Team may recommend upgrading existing construction standards or adopting new standards. The Team will also encourage local adoption and enforcement of hazard mitigation standards for all projects, including non-Federally assisted projects.
 - **Suggested Models** - The Team will make model State or Federal standards available to applicants. Such standards for new construction may be different from those for repairs or alterations to existing facilities or structures.

4.9 Recovery Roles and Responsibilities

4.9.1 Federal

The Administrator of the Federal Emergency Management Agency is responsible for hazard mitigation actions under the Federal/State Agreement. The Regional Administrator, in coordination with the Governor's Authorized Representative, shall:

- Provide for a Joint Federal/State/Local Hazard Mitigation Team to survey the affected area and plan for hazard mitigation.
- Appoint a Hazard Mitigation Coordinator to serve on the team.
- Discuss hazard mitigation with local, State and Federal officials.
- Coordinate with the State Hazard Mitigation Coordinator.
- Administer Section 406.
- Make sure hazard mitigation is actually done.
- Provide technical advice and assistance.
- Encourage State and local governments to adopt safe zoning and construction standards.
- Ensure that Federal efforts are in addition to local and State efforts.
- Encourage initiative by State and local governments to contribute to the recovery process.
- After floods, follow Federal Emergency Management Agency Floodplain Management Regulations.

4.9.2 State

The Governor will appoint a representative from the Office of Emergency Services to be the Governor's authorized representative. This person will be responsible for State hazard mitigation activities under the Federal/State Agreement. The Governor's authorized representative will also work with Federal agencies to ensure State and local participation in hazard mitigation planning.

The **State Hazard Mitigation Coordinator**, along with the Governor's authorized representative, shall:

- Arrange for consultations on the findings and recommendations from the joint survey and shall follow up to ensure that timely and adequate local and State hazard mitigation actions are taken.
- Provide funding or technical assistance to eligible applicants.
- Arrange for State inspection or audit to verify compliance with approved hazard mitigation measures.

Final Report - Upon completion of approved hazard mitigation activities in accordance with the Federal/State Agreement, submit a final report of compliance with hazard mitigation requirements by State and local governments through the Governor's authorized representative to the Federal Emergency Management Agency Regional Secretary for review and acceptance.

- Accomplish hazard mitigation planning in accordance with the Federal/State Agreement.
- Provide advice and assistance on hazard mitigation measures to applicants, private organizations and individuals.
- Evaluate or have the applicant evaluate the natural hazards in the disaster area and make mitigation recommendations.
- Follow up with applicants to ensure that, as a condition for any grant or loan under the Act, hazard mitigation actions are indeed taken.
- Follow up with applicants to ensure that hazard mitigation plans are submitted (not later than 180 days after the emergency declaration) to the Federal Emergency Management Agency Regional Secretary for concurrence.
- Review and update disaster mitigation portions of emergency plans as needed.

4.9.3 Local

Applicant (Local Jurisdiction) - The applicant's authorized representative is responsible for local performance of hazard mitigation measures under the terms of the Federal/State Agreement. The applicant's authorized representative, in coordination with the Governor's authorized representative shall:

- Appoint a Local Hazard Mitigation Coordinator to work with the Federal/State Hazard

Mitigation Team.

- With respect to any project application, submit adequate assurance that required hazard mitigation measures have been taken or will be completed.
- To the extent of legal authority, implement and enforce land use regulations and such construction practices which are agreed upon as conditions for Federal Emergency Management Agency grants or loans. Applicants may request State or Federal advice or assistance in taking these actions.

American with Disabilities Act

All operations and facilities involved in the disaster response activities shall take special note of the Americans with Disabilities Act of 1990 (ADA). Appropriate efforts shall be made to insure that necessary considerations are given to accommodate victims with disabilities. Public warning, emergency communications, transportation, and sheltering are areas that require special attention.

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Appendix 2 – Acronyms

(May not all be included in the EOP, but may be referenced in related documents)

Acronyms	
AA/CA	After Action /Corrective Action
ABAG	Association of Bay Area Governments
ARC	American Red Cross
CA	California
Cal OES	California Emergency Management Agency
CLETS	California Law Enforcement Telecommunications System
COG	Continuity of Government
COOP	Continuity of Operations
CSTI	California Specialized Training Institute
DHS	Department of Homeland Security
DOC	Departmental Operations Center
EAS	Emergency Alert System
EMS	Emergency Medical Services
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
ERT	Emergency Response Team
EF	Emergency Function (California EOP)
ESF	Emergency Support Function
FEMA	Federal Emergency Management Agency
GIS	Geographical Information System
GPS	Global Positioning System
HMGP	Hazard Mitigation Grant Program
HSEEP	Homeland Security Exercise and Evaluation program
HSPD	Homeland Security Presidential Directive
IAP	Incident Action Plan
IC	Incident Commander
JIC	Joint Information Center
JIS	Joint Information System
JOC	Joint Operations Center
NFIP	National Flood Insurance Program
NIMS	National Incident Management System
NRF	National Response Framework
OA	Operational Area
ODP	Office of Domestic Preparedness
OES	Office of Emergency Services (Marin County)
PA	Public Assistance
PDA	Preliminary Damage Assessment
PIO	Public Information Officer
RIMS	Response Information Management System
REOC	Regional Emergency Operations Center
SBA	Small Business Administration
SEMS	Standardized Emergency Management System
SITREP	Situation Report
SNS	Strategic National Stockpile
SOC	State Operations Center (CA)

SOP	Standard Operating Procedure
VOAD	Voluntary Organizations Active in Disaster Includes Ross Community Emergency Response Team (CERT), Ross Amateur Radio Club (BARC), Ross Fire Volunteers, and others
WMD	Weapon of Mass Destruction

Appendix 3 – Definitions

Action Plan: When a disaster occurs, a written or oral plan is drafted by the Planning Section with the Incident Commander which establishes goals and identifies the operational period.

After Action/Corrective Action Report: A written report that provides a source for documentation of response and recovery activities. It is used to identify problems and successes that occurred during emergency operations, and to analyze the effectiveness of components of the SEMS. The Corrective Action describes and defines a plan of action for implementing improvements, including mitigation activities, and a means of tracking them to completion.

Command Post: A physical location designated at the beginning of any disaster where the Incident Commander is stationed. Depending on conditions, the command post may be moved. Multiple incidents would have multiple command posts.

Demobilize: When specific personnel or equipment are no longer needed, they are returned to the original dispatch location.

Department Operations Center (DOC) A facility used by a discipline or agency as a department level EOC. Examples are departments within a political jurisdiction such as fire, police, public works as well as agency divisions, districts or regional offices.

DOCs can be used at all SEMS levels above the field response level, depending on the impacts of the emergency, demographic nature of the agency or organization, local policy and procedures, and configuration of communications systems.

Disaster Service Worker: All volunteers (including veterinarians) must be sworn in as disaster service workers BEFORE a disaster. Taking this oath affords them coverage if injured through the State Worker's Compensation Fund. It also allows for more protection than the Good Samaritan Act with respect to liability issues.

Emergency: A condition of disaster or extreme peril to the safety of persons or property. Emergencies can be small or large.

Emergency Operations Center (EOC): A location that monitors and coordinates the disaster response. EOC facilities are found at local government facilities, governmental operations areas, regional facilities and state government resources.

Emergency Response Agency: Any organization responding to an emergency or providing mutual aid support to such an organization whether in the field, at the scene of an incident, or to the operations center.

Emergency Response Personnel: Personnel involved with an agency's response to an emergency.

Incident Commander (IC): This may be a local government official or the primary Veterinary Disaster Team Coordinator. If the primary Veterinary Disaster Team Coordinator has this designation, their duties are to organize and oversee the animal disaster response.

Incident Command System (ICS): A nationally used standardized on-scene emergency management system.

Liaison Officer: One person will be assigned to aid in the coordination of the response by being the point of contact for other agencies responding to an incident. The Liaison Officer reports directly to IC.

Memorandum of Understanding: A written agreement to respond and support one another during a disaster or other public health emergency.

Mitigation: Before or after a disaster, there are actions that can be taken to reduce the impact of the event.

Multi-agency or Inter-Agency Coordination: Agencies working together at any SEMS level to facilitate decisions.

Mutual Aid: Voluntary provision of services and facilities when existing resources prove to be inadequate. California mutual aid is based upon the State's Master Mutual Aid Agreement. There are several mutual aid systems included in the mutual aid program.

Operational Area: An intermediate level of the state emergency services organization consisting of a county and all political subdivisions within the county area.

Operational Period: In each action plan, there will be a period of time specified in which identified goals must be accomplished.

Operations Section Chief: If several agencies are working together in the same area, the Operations Section Chief is responsible for managing all tactical operations at an incident.

Public Information Officer (PIO): One person is designated to be the ONLY contact for the media to ensure that accurate information about the disaster response is released. Press releases are approved by the Incident Commander prior to release.

Span of control: To insure the most effective disaster response. The optimum number of people reporting to one supervisor is no more than five people and the maximum is seven people.

Triage: When there are many injuries and individuals with the most life-threatening injuries are treated first (if they have a good prognosis with treatment).

Appendix 4 - Public Awareness and Education

The public's response to any emergency is based on an understanding of the nature of the emergency, the potential hazards, the likely response of emergency services and knowledge of what individuals and groups should do to increase their chances of survival and recovery. Public awareness and education prior to an emergency or disaster will directly affect the Town's emergency operations and recovery efforts.

The Marin County OES will make emergency preparedness information from local, state and federal sources available to the Operational Area member jurisdictions and the citizens of Marin County.

The Police Department will provide special emphasis on specific hazards throughout the calendar year, aiding in the disaster preparation and education of the citizens within the Town.

The following list depicts one possible outline for the specific hazards to be emphasized throughout the calendar year:

Area of Emphasis
Earthquake Preparedness
Tsunami Preparedness
Flood Preparedness
Household Hazardous Waste
Fire Prevention
Hazard Mitigation
General Family Preparedness
Landslide Awareness
Flood Preparedness
Business/Industry Preparedness
Power Outages
Winter Preparedness

Mutual Aid Authority. The basis for mutual aid is the California Disaster Master Mutual Aid Agreement, as provided for in the California Emergency Services Act.

- Mutual aid assistance may be provided under one or more of the following authorities:
- California Disaster and Civil Defense Master Mutual Aid Agreement
- California Fire and Rescue Emergency Plan
- California Law Enforcement Mutual Aid Plan
- Federal Disaster Relief Act of 1974 (Public Law93-288)

Policies and Procedures

Mutual aid resources will be provided and utilized in accordance with the California Master Mutual Aid Agreement and supporting separate agreements.

During a proclaimed emergency, inter-jurisdictional mutual aid will be coordinated at the appropriate County (Operational Area) or Mutual Aid Regional level whenever the available resources are:

- Subject to State or Federal control
- Subject to military control
- Located outside the requesting jurisdiction
- Allocated on a priority basis

Requests for, and coordination of, mutual aid support will normally be accomplished through established channels: cities to Operational Area (County), to Mutual Aid Regions and then to the State. Requests should include, as applicable:

- Number of personnel needed
- Type and amount of equipment
- Reporting time and location
- Authority to which they are to report
- Access routes
- Estimated duration of operations