

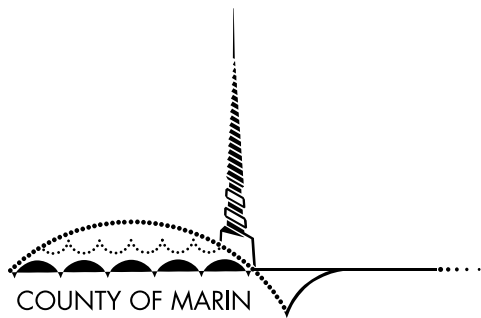


COUNTY OF MARIN

Operational Area Emergency Operations Plan

2026





Developed by the County of Marin Office of Emergency Management

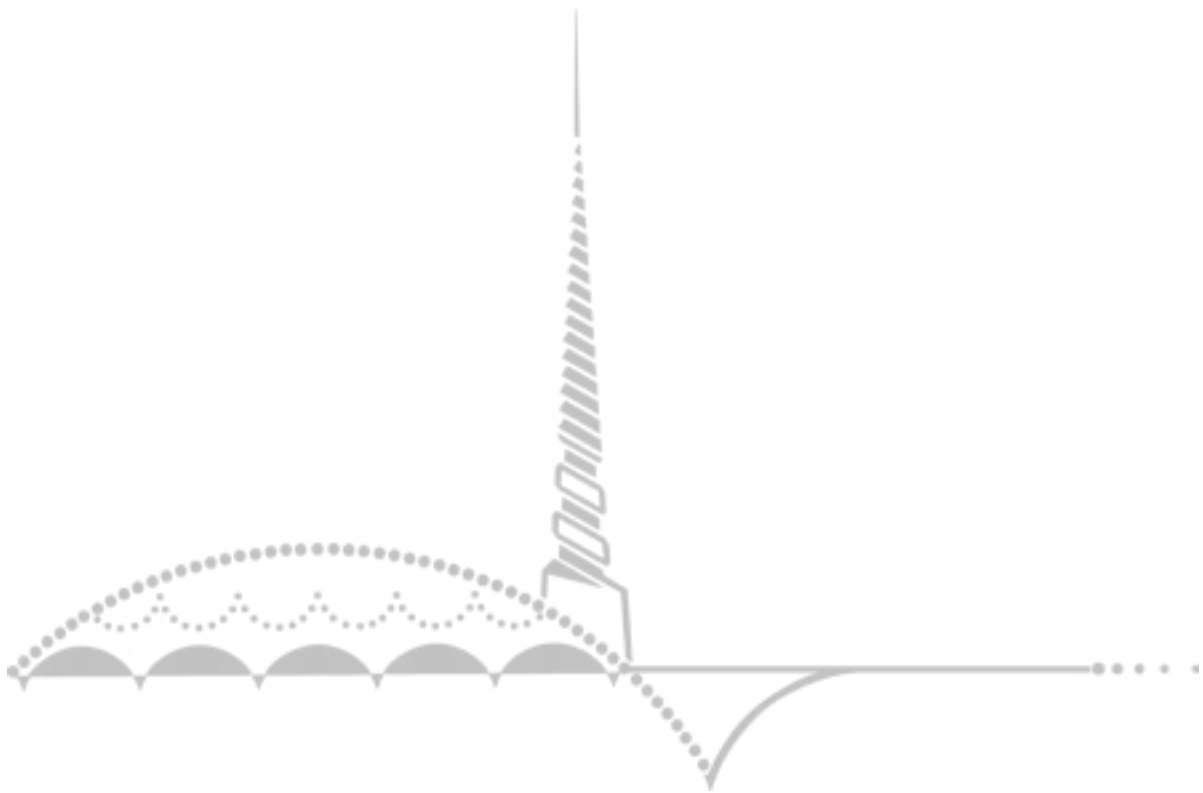


COUNTY OF MARIN

**Operational Area
Emergency Operations Plan**

2026





■ **Marin County EOC Quick Start Guide**

This quick start guide is for any staff member entering the Emergency Operations Center (EOC). It highlights the essentials you need to operate effectively, even if this is your first shift. Use this to orient yourself, then refer to the full Emergency Operations Plan (EOP) for additional details.

■ **EOC Activation and Initial Orientation**

When is the EOC Activated?

The EOC activates when:

- An incident exceeds, or is expected to exceed, departmental or partner response capacity.
- Multiple jurisdictions are affected.
- A local emergency is proclaimed by the County and/or multiple jurisdictions.
- Mutual aid, regional, or state coordination is required.
(See EOP Ch. 11: Activation Authorities and Activation Criteria)

Activation Levels

- **Level 4 – Enhanced Duty Officer Status:** Monitoring Operations
- **Level 3 – Minor Activation:** Low impact, enhanced readiness
- **Level 2 – Enhanced Activation:** Moderate incident; some sections activated
- **Level 1 – Full Activation:** Major disaster; full EOC activation

Your First Steps on Arrival

1. Check in at the EOC front desk. Get badge, assignment and briefing.
2. Find your Section (Management, Operations, Planning, Logistics, Finance/Administration).
3. Review the current EOC Action Plan (EAP).
4. Start an ICS Form 214 (or digital Activity Log). Record all actions/decisions.
5. Ask your Section Manager/Deputy for a role briefing.

Guiding Principles

- Safety of staff and community comes first.
- Equity, accessibility, and inclusion guide all actions.
- Document everything for accountability and cost recovery.
- Stay flexible; conditions change rapidly.



■ **Sections, Roles and Responsibilities**

Management Section

- Provides overall direction, integrates Policy Group decisions.
- Oversees safety, equity, wellness, security, and public information.
- Coordinates with policy group, external partners, and messaging.
(EOP Ch. 8 and 13)

Operations Section

- Action arm of the EOC – supports tactical missions.
- Coordinates sheltering, evacuation, utilities, debris removal, community support.
- Works directly with the incident command posts (ICPs) in the field and jurisdictions.
(EOP Ch. 8 and 13)

Planning and Intelligence Section

- Collects and verifies information; maintains situational awareness.
- Produces Situational Reports (SitReps) using FEMA Lifelines.
- Develops the EOC Action Plan (EAP).
- Tracks requests and decisions.
- Maintains, updates, and coordinates EOC display screens.
- Organizes and facilitates incident status briefing and planning meetings.
(EOP Ch. 8 and 13)

Logistics Section

- Coordinates and tracks resources, facilities, communications, transport, and food.
- Manages mutual aid, vendors, and Disaster Service Workers (DSWs).
- Ensures all requests are acquired and delivered.
(EOP Ch. 8 and 13)

Finance and Administration Section

- Tracks all costs, contracts, and payroll.
- Ensures compliance with FEMA/Cal OES documentation.
- Leads disaster cost recovery and reimbursement.
(EOP Ch. 8 and 13)



■ Core Workflows and Key References

Information and Resource Request Flow

1. Field/ICP Request → Operations Section → Planning → Logistics → Operations for Deployment
2. Planning logs/validates → aligns with or adds to EAP
3. Management approval if policy-level decision needed for the request
4. Logistics sources and/or orders resource / mutual aid request
5. Finance/Admin documents and approves costs
6. Logistics or Operations may deliver to field/community site
(EOP Ch. 13 and 15)

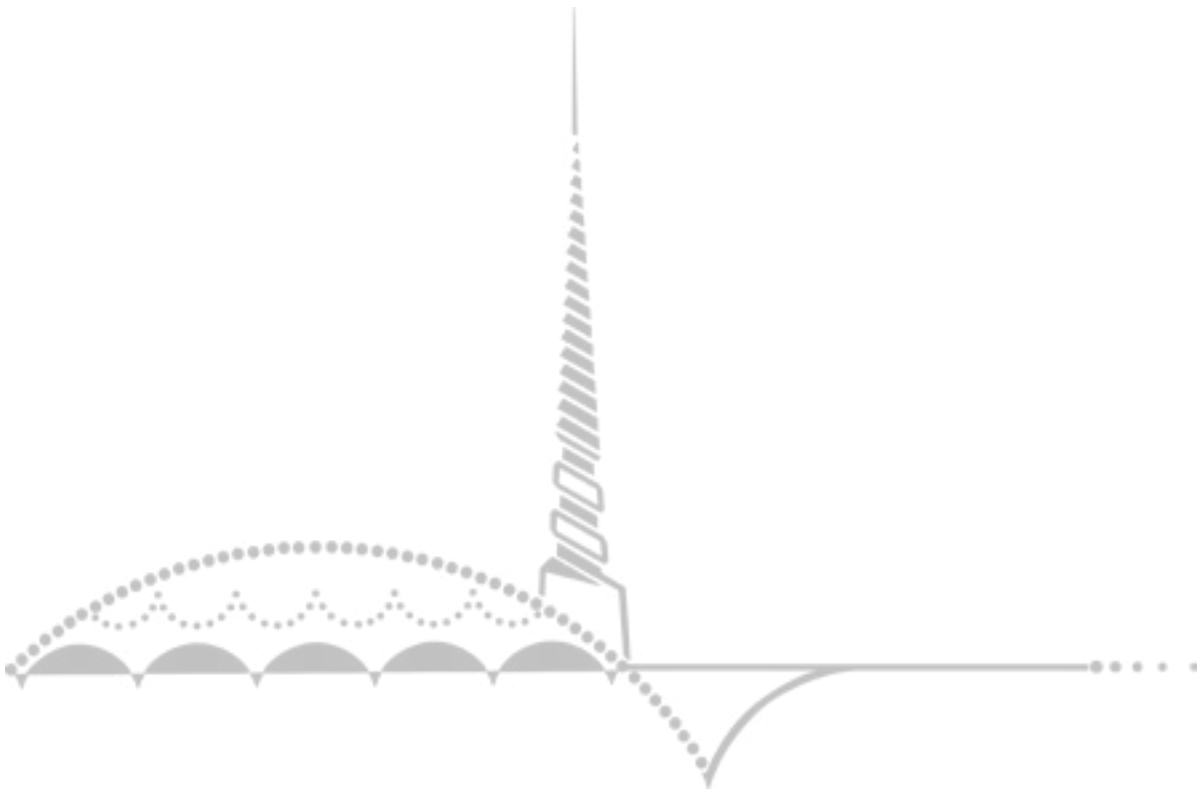
Situation Reports (SitReps)

- Produced each operational period by the Planning Section.
- Organized by Community Lifelines: Safety and Security, Food/Water/Shelter, Health, Energy, Comms, Transportation, Hazardous Materials.
- Approved by EOC Director; distributed within the EOC and to partners.
(EOP Ch. 15)

Transition to Recovery

- Begins once life-safety threats stabilize.
- Recovery Manager/Long Term Recovery Group may lead the transition.
- Process emphasizes vital records, cost recovery, equity-driven recovery.
(EOP Ch. 20)





■ **Section Manager Job Action Checklists (0-2 Hours)**

MANAGEMENT SECTION / EOC DIRECTOR

0–30 Minutes

- **Confirm activation level** (Duty Officer, Level 3, 2, or 1) and notify appropriate leadership.
- **Establish EOC leadership presence:** assume role of EOC Director, designate Deputy if needed.
- **Receive initial briefing** from Duty Officer, IC/UC, or first-in staff on incident status.
- **Notify and coordinate with the Policy Group** (CAO, elected officials, Department Heads).
- **Set initial incident objectives:** life safety, incident stabilization, property/environment protection.

30–60 Minutes

- Appoint Section Managers (Ops, Planning, Logistics, Finance/Admin, JIC) and ensure the section is adequately staffed.
- Conduct initial EOC Director's briefing with Section Managers (review objectives, priorities, activation level).
- Establish communication with external partners: Cal OES Regional Duty Officer, neighboring jurisdictions, allied agencies.
- Approve first Situation Status summary for immediate briefings.
- Ensure PIO/JIC activation for initial public messaging.

60–90 Minutes

- Set the EOC "battle rhythm": schedule SitRep submissions, Planning Meetings, and briefings.
- Confirm that resource requests are flowing through the correct channels (Ops → Planning → Logistics → Finance/Admin → Joint Information Center).
- Establish equity and access priorities (community needs, language access, vulnerable populations).
- Provide Planning Section with routine updates and objectives.
- Approve external communications strategy with PIO and Policy Group.

90–120 Minutes

- Prepare for the first Planning Meeting: confirm objectives, validate priorities, review status reports.
- Brief elected officials / Policy Group on the current situation and anticipated needs.
- Confirm documentation processes are in place for cost recovery and after-action analysis.
- Evaluate staffing levels and request reinforcements as needed for sustained operations.



OPERATIONS SECTION MANAGER

0–30 min

- Check in with EOC Director; activate Operation Section Branches.
- Establish contact with ICPs/Department Operations Centers (DOCs); review threats to life/property.

30–60 min

- Assign staff to track actions and requests.
- Create Ops status board; coordinate with Logistics.

60–90 min

- Identify unmet field needs; prioritize life-safety.
- Provide update to Planning.

90–120 min

- Prepare Ops briefing. Include: casualties, evacuations, and shortfalls using FEMA Lifelines as a guide.
- Elevate urgent requests.

PLANNING SECTION MANAGER

0–30 min

- Meet with Director; activate SitStat, Resources, Documentation Units.
- Begin collecting field info from Operations Section; stand up boards/maps.

30–60 min

- Establish info collection rhythm.
- Start IAP cycle; assign SitRep staff.

60–90 min

- Develop initial situation status summary; draft ICS 209/SitRep.
- Establish resource tracking.

90–120 min

- Draft initial objectives with Director.
- Prepare SitRep and briefing maps.



LOGISTICS SECTION MANAGER

0–30 min

- Meet with Director; activate Supply, Service, Facilities, IT/Comms, Transport Units.
- Set up resource request logging system. Integrate resource requests with inventory systems.

30–60 min

- Assign staff to track requests.
- Ensure EOC support (food, IT, security).
- Access FEMA-approved contracts and credit cards for purchases.

60–90 min

- Source urgent needs; begin staging/delivery.
- Coordinate with Ops for critical missions.

90–120 min

- Summarize outstanding requests.
- Provide resource status to Planning.

FINANCE/ADMIN SECTION MANAGER

0–30 min

- Clarify emergency financial authorities.
- Activate Time, Procurement, Claims, Cost Units.
- Establish time tracking and incident accounts.

30–60 min

- Assign staff for cost tracking.
- Confirm procurement documentation.

60–90 min

- Compile cost tracking summary.
- Verify FEMA/CalOES compliance.

90–120 min

- Prepare briefing on expenditures and funding including “burn rate” for future planning.
- Flag reimbursement concerns.

■ Quick References

- Activation and Levels – Ch. 11
- EOC Organization – Ch. 13
- EOC Action Plan and Meetings – Ch. 15
- Resource Requests – Ch. 18
- Sustained Operations – Ch. 19
- Transition to Recovery – Ch. 20

Remember: If you only do three things:

- 1. Check in and log your work.**
- 2. Follow the EOC Action Plan.**
- 3. Ask your Section Manager when in doubt.**



RESOLUTION NO. 2026-049

A RESOLUTION OF THE MARIN COUNTY BOARD OF SUPERVISORS PROCLAIMING THE ADOPTION OF THE 2026 COUNTY OF MARIN EMERGENCY OPERATIONS PLAN

WHEREAS, the County of Marin is committed to safeguarding the lives, property, environment, and economic stability of its residents, businesses, and visitors through comprehensive and coordinated emergency management; and

WHEREAS, the Marin County Board of Supervisors recognizes disaster preparedness, response, recovery, and mitigation as a fundamental responsibility of government and a core priority necessary to ensure a resilient and thriving community; and

WHEREAS, emergencies and disasters, including but not limited to wildfire, earthquake, flood, severe weather, public health crises, and other hazards, require a coordinated, scalable, and adaptable approach to protect all members of the community; and

WHEREAS, the County of Marin affirms its commitment to equity before, during, and after emergencies, ensuring that all residents, including those with access and functional needs, historically underserved communities, and vulnerable populations; receive fair, inclusive, and culturally competent emergency services and support; and

WHEREAS, the County embraces a “One Marin” approach to emergency management, recognizing that effective preparedness, response, and recovery require unified coordination across County departments, cities, towns, special districts, community-based organizations, tribal partners, and regional, state, and federal agencies operating within the Marin Operational Area; and

WHEREAS, the Marin County Operational Area structure provides the framework for integrated emergency management, ensuring collaboration, information sharing, and resource coordination across all levels of government and partner agencies; and

WHEREAS, the County of Marin is committed to leadership and innovation in emergency management, striving to implement best practices, align with state and federal guidance, and continuously improve its systems, plans, and capabilities to meet emerging threats and challenges; and

WHEREAS, the 2026 County of Marin Emergency Operations Plan (EOP) establishes a comprehensive framework for managing emergencies, defining roles and responsibilities, coordination structures, and operational concepts that guide the County and its partners in effective disaster response and recovery; and

WHEREAS, the County recognizes that the effectiveness of the Emergency Operations Plan depends on strong implementation through ongoing training, exercises, evaluation, and continuous improvement to ensure readiness across all departments and partner agencies; and



WHEREAS, the County further acknowledges the critical role of Disaster Service Workers and public employees who may be called upon to support emergency operations in a wide range of capacities to assist communities during times of crisis; and

WHEREAS, community preparedness is essential to disaster resilience, and the County encourages all residents, businesses, and organizations to take personal responsibility for emergency planning, preparedness, and mutual support; and

NOW, THEREFORE, BE IT RESOLVED that the Marin County Board of Supervisors hereby adopts the 2026 County of Marin Emergency Operations Plan as the official framework for emergency management within the County of Marin; and

BE IT FURTHER RESOLVED that the Board affirms its commitment to advancing equity-centered emergency management, ensuring that all preparedness, response, and recovery efforts prioritize inclusive access and support for all members of the community; and

BE IT FURTHER RESOLVED that the Board endorses the “One Marin” approach and encourages all County departments and partner agencies within the Operational Area to coordinate in alignment with the Emergency Operations Plan to achieve a unified and effective response; and

BE IT FURTHER RESOLVED that the Board supports continued leadership, innovation, and continuous improvement in emergency management through regular training, exercises, and plan updates; and

BE IT FURTHER RESOLVED that the Marin County Board of Supervisors calls upon all residents, businesses, community-based organizations, and stakeholders to join in this commitment by taking proactive steps to prepare for emergencies, support one another, and build a more resilient Marin County.

PASSED AND ADOPTED at a regular meeting of the Board of Supervisors of the County of Marin held on this 9 day of June 2026, by the following vote:

AYES: SUPERVISORS Mary Sackett, Brian Colbert, Stephanie Moulton-Peters, Dennis Rodoni, Eric Lucan

NOES: NONE

ABSENT: NONE



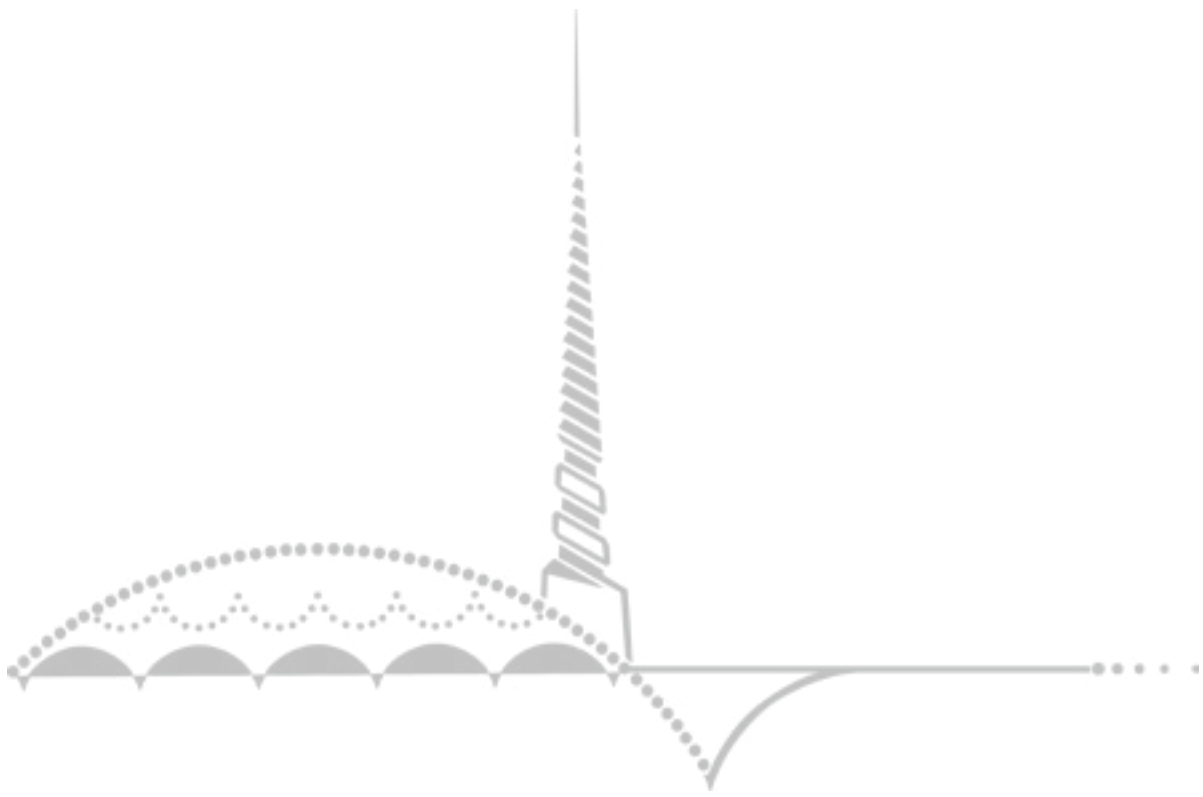
PRESIDENT, BOARD OF
SUPERVISORS

ATTEST:



Deputy Clerk





Promulgation

The Marin County Emergency Operations Plan (EOP) is hereby promulgated as the guiding framework for emergency management within Marin County. This plan establishes the policies, authorities, roles, and responsibilities necessary to effectively prepare for, respond to, and recover from emergencies and disasters affecting our community.

This Emergency Operations Plan is an innovative, living, inclusive, and forward-thinking document. It reflects our commitment to continuous improvement, adaptability, and integration of lessons learned. The plan is reviewed regularly and updated to remain aligned with emerging risks, best practices, evolving technology, and the expectations of our community.

The County recognizes that emergency management is most effective when it is people-centered and inclusive. This plan is designed to serve not only Marin County residents, but also visitors, workers, and neighboring jurisdictions across the Bay Area. Equity, accessibility, and whole-community engagement are fundamental to the planning process and to the implementation of this plan during an incident.

The Marin County Emergency Operations Plan is an extension of our responsibility to safeguard lives, property, the environment, and essential community services. Through collaboration with cities, towns, special districts, state, federal, nongovernmental organizations, private sector partners, and regional agencies, this plan establishes the foundation for coordinated and effective emergency management across Marin County and the greater Bay Area.

By this promulgation, all County departments, agencies, and partner organizations are directed to accept the responsibilities assigned within this Emergency Operations Plan and to integrate its provisions into their departmental and organizational planning.



Derek Johnson

County Executive



Steven Torrence

Director of Emergency Management



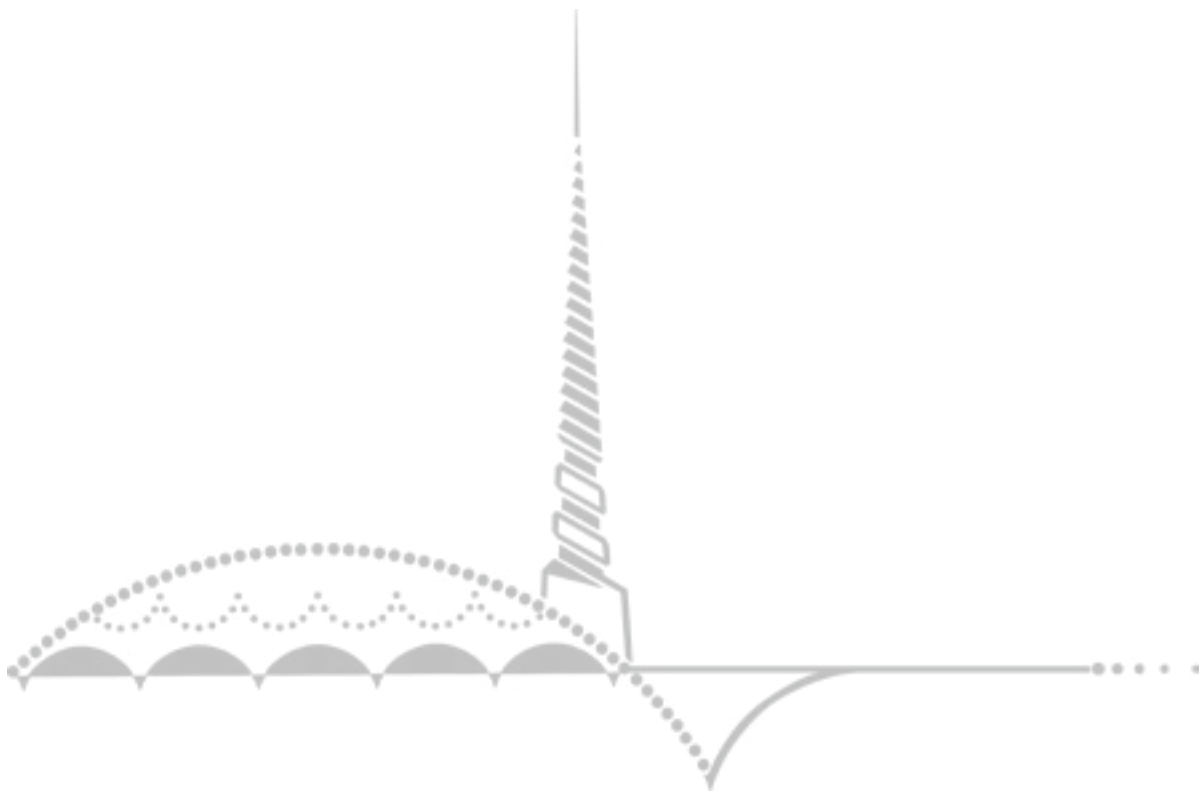
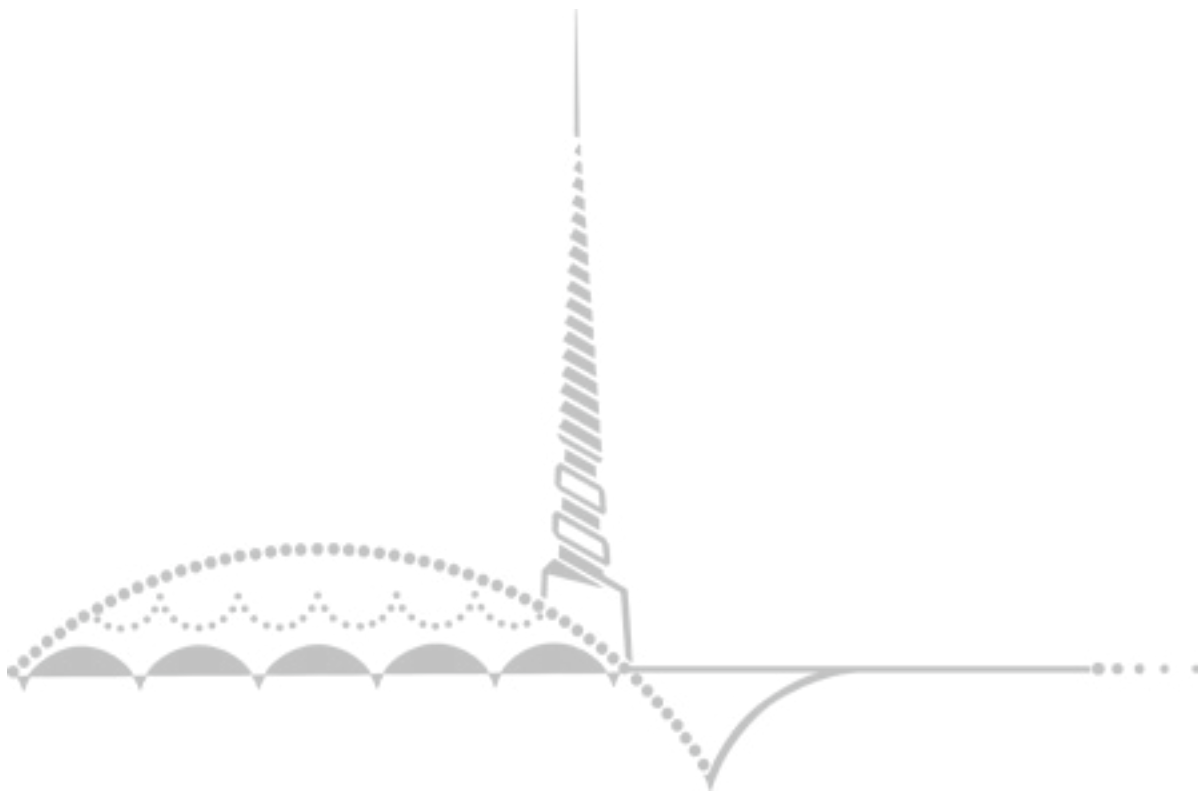


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Record of Distribution

The Record of Distribution identifies the agencies, departments, and partner organizations that have received copies of this EOP. This record supports accountability by ensuring that all relevant stakeholders have access to the most current version of the plan and understand their roles within it. The Record of Distribution also aids in version control, helping the County confirm that outdated or superseded versions are replaced during plan updates.

Department/Organization	Method (Digital, Paper, Both)	Date of Distribution
Office of the County Executive	Both Digital and (1) Paper	(Tentative) June 1, 2026
District Attorney	Both Digital and (1) Paper	(Tentative) June 1, 2026
Sheriff's Office	Both Digital and (1) Paper	(Tentative) June 1, 2026
Assessor-Recorder-County Clerk	Both Digital and (1) Paper	(Tentative) June 1, 2026
Agriculture Weights and Measures	Both Digital and (1) Paper	(Tentative) June 1, 2026
Child Support	Both Digital and (1) Paper	(Tentative) June 1, 2026
Community Development Agency	Both Digital and (1) Paper	(Tentative) June 1, 2026
County Counsel	Both Digital and (1) Paper	(Tentative) June 1, 2026
Cultural Services	Both Digital and (1) Paper	(Tentative) June 1, 2026
Elections	Both Digital and (1) Paper	(Tentative) June 1, 2026
Finance	Both Digital and (1) Paper	(Tentative) June 1, 2026
Fire	Both Digital and (1) Paper	(Tentative) June 1, 2026
Health and Human Services	Both Digital and (1) Paper	(Tentative) June 1, 2026
Human Resources	Both Digital and (1) Paper	(Tentative) June 1, 2026
Information Services and Technology	Both Digital and (1) Paper	(Tentative) June 1, 2026
Marin County Free Library	Both Digital and (1) Paper	(Tentative) June 1, 2026
Marin County Parks	Both Digital and (1) Paper	(Tentative) June 1, 2026
Probation	Both Digital and (1) Paper	(Tentative) June 1, 2026
Public Defender	Both Digital and (1) Paper	(Tentative) June 1, 2026
Public Works	Both Digital and (1) Paper	(Tentative) June 1, 2026



Department/Organization	Method (Digital, Paper, Both)	Date of Distribution
Retirement (MCERA)	Digital	(Tentative) June 1, 2026
UC Cooperative Extension	Digital	(Tentative) June 1, 2026
City of Belvedere	Both Digital and (1) Paper	(Tentative) June 1, 2026
Town of Corte Madera	Both Digital and (1) Paper	(Tentative) June 1, 2026
Town of Fairfax	Both Digital and (1) Paper	(Tentative) June 1, 2026
City of Larkspur	Both Digital and (1) Paper	(Tentative) June 1, 2026
City of Mill Valley	Both Digital and (1) Paper	(Tentative) June 1, 2026
City of Novato	Both Digital and (1) Paper	(Tentative) June 1, 2026
Town of Ross	Both Digital and (1) Paper	(Tentative) June 1, 2026
Town of San Anselmo	Both Digital and (1) Paper	(Tentative) June 1, 2026
City of San Rafael	Both Digital and (1) Paper	(Tentative) June 1, 2026
City of Sausalito	Both Digital and (1) Paper	(Tentative) June 1, 2026
Town of Tiburon	Both Digital and (1) Paper	(Tentative) June 1, 2026
City Managers Association	Digital	(Tentative) June 1, 2026
Police Chiefs Association	Digital	(Tentative) June 1, 2026
Central Marin Police Authority	Digital	(Tentative) June 1, 2026
Fire Chiefs Association	Digital	(Tentative) June 1, 2026
Central Marin Fire Department	Digital	(Tentative) June 1, 2026
Bolinas Fire Protection District	Digital	(Tentative) June 1, 2026
Kentfield Fire Protection District	Digital	(Tentative) June 1, 2026
Novato Fire Protection District	Digital	(Tentative) June 1, 2026
Sleepy Hollow Fire Protection District	Digital	(Tentative) June 1, 2026
Southern Marin Fire Protection District	Digital	(Tentative) June 1, 2026
Stinson Beach Fire Protection District	Digital	(Tentative) June 1, 2026
Tiburon Fire Protection District	Digital	(Tentative) June 1, 2026
Public Works Association	Digital	(Tentative) June 1, 2026



Department/Organization	Method (Digital, Paper, Both)	Date of Distribution
Marin County Office of Education		
(On behalf of all Marin County School Districts)	Digital	(Tentative) June 1, 2026
County of Sonoma	Digital	(Tentative) June 1, 2026
City and County of San Francisco	Digital	(Tentative) June 1, 2026
County of Contra Costa	Digital	(Tentative) June 1, 2026
California Governor's Office of Emergency Services (Cal OES)	Digital	(Tentative) June 1, 2026
California Department of Transportation (Cal Trans)	Digital	(Tentative) June 1, 2026
California Highway Patrol (CHP)	Digital	(Tentative) June 1, 2026
California State Parks	Digital	(Tentative) June 1, 2026
National Park Service	Digital	(Tentative) June 1, 2026
Marin Municipal Water District	Digital	(Tentative) June 1, 2026
North Marin Water District	Digital	(Tentative) June 1, 2026
Stinson Water	Digital	(Tentative) June 1, 2026
Inverness Public Utility District	Digital	(Tentative) June 1, 2026
Bolinas Community Public Utility District	Digital	(Tentative) June 1, 2026
Almonte Sanitary District	Digital	(Tentative) June 1, 2026
Alto Sanitary District	Digital	(Tentative) June 1, 2026
Homestead Valley Sanitary District	Digital	(Tentative) June 1, 2026
Las Gallinas Valley Sanitary District	Digital	(Tentative) June 1, 2026
Novato Sanitary District	Digital	(Tentative) June 1, 2026
Richardson Bay Sanitary District	Digital	(Tentative) June 1, 2026
Ross Valley Sanitary District	Digital	(Tentative) June 1, 2026
Sausalito-Marín City Sanitary District	Digital	(Tentative) June 1, 2026



Department/Organization	Method (Digital, Paper, Both)	Date of Distribution
Sanitary District No. 5	Digital	(Tentative) June 1, 2026
Bel Marin Keys Community Service District	Digital	(Tentative) June 1, 2026
Marin City Community Service District	Digital	(Tentative) June 1, 2026
Marinwood Community Service District	Digital	(Tentative) June 1, 2026
Muir Beach Community Service District	Digital	(Tentative) June 1, 2026
Tamalpais Community Service District	Digital	(Tentative) June 1, 2026
Tomales Village Community Service District	Digital	(Tentative) June 1, 2026



Record of Changes

The Record of Changes documents all revisions made to this Emergency Operations Plan (EOP) after its initial adoption. It provides a transparent history of updates, including the date of the change, a brief description of what was modified, and the authority approving the revision. Maintaining an accurate Record of Changes ensures users can quickly identify the most current version of the plan and understand how it has evolved to reflect new laws, policies, organizational changes, lessons learned, and best practices.

[illegible]



■ **Prefix: Plan Development**

The Marin County Emergency Operations Plan (EOP) is a living document that will evolve with the changing needs, priorities, and hazards of the County. This section outlines the processes for the development and review of the EOP to ensure it remains current, effective, and aligned with best practices.

■ **Collaborative Development Process**

The EOP is developed through a collaborative and inclusive process designed to ensure representation from across the Operational Area. Key elements include:

- **Stakeholder Engagement**

The County engages departments, cities, towns, and special districts in direct planning coordination to ensure the EOP reflects the operational needs of all jurisdictions. Community-based organizations, the private sector, and volunteer partners are also consulted to integrate whole community perspectives.

- **Tabletop Exercises with Cities and Towns**

Marin County OEM conducts annual tabletop exercises with each city and town to evaluate local emergency response capabilities, validate planning assumptions, and identify areas for improvement. Feedback from these exercises is formally documented and used to shape updates to the EOP.

- **County Department Coordination**

OEM coordinates directly with all County departments to ensure departmental roles, responsibilities, and continuity considerations are accurately represented. This engagement ensures that departmental emergency and continuity of operations plans align with the countywide EOP.

- **Coordination with State and Federal Agencies**

The EOP is developed in alignment with the Standardized Emergency Management System (SEMS), the National Incident Management System (NIMS), and other state and federal requirements to ensure interoperability and compliance.

- **Risk-Based Planning**

Hazard analysis and risk assessments from the Marin County Multi-Jurisdictional Hazard Mitigation Plan (MJHMP) are incorporated into the EOP to ensure preparedness measures address the County's most significant threats, assessments will be updated as the LHMP is updated and adopted. Lessons learned from prior incidents, exercises, and real-world activations are also integrated to strengthen planning assumptions and operational readiness.





■ **Plan Review**

- **Scheduled Reviews**

OEM will review the EOP annually to ensure accuracy and continued relevance. A comprehensive review and update will be conducted at least once every five years, or sooner if significant changes occur in law, organizational structure, hazard environment, or operational priorities.

- **After-Action Reviews (AARs)**

Following activations, incidents, and exercises, OEM will conduct AARs to capture lessons learned and identify improvement actions. Updates to the EOP will be made within a defined timeframe following each AAR to ensure identified gaps are promptly addressed.



■ Stakeholder Engagement and Public Participation

The Marin County Office of Emergency Management (OEM) is committed to ensuring that the Emergency Operations Plan (EOP) reflects the needs, expectations, and expertise of the community it serves. Ongoing engagement with stakeholders is critical to maintaining a plan that is operationally sound, community-driven, and responsive to evolving risks.

- **Briefing the Disaster and Citizen Corps Council (DC3)**
OEM will provide regular updates to the Marin County Disaster and Citizen Corps Council on the development, implementation, and revisions of the EOP. This advisory body plays a vital role in providing feedback, identifying policy considerations, and ensuring community perspectives are incorporated into the planning process.
- **Community Outreach through ReadyMarin**
OEM will engage the broader community through the County's ReadyMarin program. Outreach efforts will include presentations, workshops, and public meetings to raise awareness of the EOP, highlight preparedness actions, and collect public input. ReadyMarin will serve as the primary platform for building community-level understanding of the plan and encouraging residents and community-based organizations to contribute feedback.
- **Stakeholder Review and Comment**
All Operational Area stakeholders, including cities, towns, special districts, tribal governments, nongovernmental organizations, and private sector partners, will be given the opportunity to review and comment on the EOP. OEM will establish a structured review process, including distribution of draft documents, a formal comment period, and integration of relevant feedback. This process ensures that stakeholders can contribute suggestions, identify areas for coordination, and confirm that their unique capabilities and concerns are reflected in the plan.
- **Commitment to Ongoing Engagement**
Stakeholder engagement is not a one-time process but a continuous responsibility. OEM will maintain open communication channels, host recurring planning meetings, and integrate feedback following exercises, real-world incidents, and annual plan reviews. This ongoing dialogue ensures that the EOP remains current, relevant, and trusted by those who must use it in times of crisis.

■ Continuous Improvement

The EOP is a living document. Its development and maintenance rely on active collaboration, regular validation through exercises, and a commitment to continuous improvement. Through direct engagement with cities, towns, County departments, and partners, the County ensures that the EOP remains a reliable, functional, and forward-looking tool for protecting the community.





Prefix: Plan Approval, Implementation, and Management

The 2026 Marin County Emergency Operations Plan (EOP) is formally approved and adopted by the Marin County Board of Supervisors and the County Executive. Under the direction and management of the County's Office of Emergency Management, serving as the Marin County Operational Area Coordinator (OA Coordinator) and the County's lead emergency management body, this approval provides the authority for all County departments, agencies, and partner organizations to implement the provisions of this plan.

Following an incident, disaster, or planned event, Marin County government agencies are inherently responsible for:

- Saving lives
- Relieving human suffering
- Supporting equitable outcomes and recovery
- Sustaining survivors
- Restoring government services
- Protecting property and the environment
- Preserving local culture and community

The County of Marin (hereafter referred to as “the County”) and the entire Marin Operational Area (Marin OA) are dedicated to the principle that the safety and security of the community is contingent on the continuity of public services before, during, and after an emergency or disaster. The Marin County EOP provides a comprehensive framework for all-hazards incident management that supports these responsibilities.

This plan is developed and maintained by the Marin County Office of Emergency Management (OEM) and describes the principles, structures, and methods to be applied in carrying out emergency operations and rendering mutual aid within the County and throughout the Marin OA.

The Marin County Board of Supervisors is responsible for formally adopting and promulgating the EOP. Upon approval, the EOP becomes the official operational framework for emergency management in Marin County.

All County departments are responsible for incorporating the roles, responsibilities, and procedures identified in this plan into their departmental operations and training programs. Partner agencies, cities, towns, and special districts are encouraged to align their emergency operations plans and procedures with this EOP to ensure consistency and interoperability across the Marin OA.



The Marin County OEM is further responsible for:

- Maintaining and distributing the official version of this plan
- Coordinating training and exercises to ensure effective implementation
- Monitoring compliance with assigned roles and responsibilities
- Reviewing and updating the plan on a regular basis, or as hazards, conditions, and organizational structures evolve

Implementation of this plan is achieved through a whole-community approach, relying on collaboration across government, nonprofit, private sector, and community partners. Through this shared responsibility, the EOP ensures that emergency operations remain flexible, coordinated, and effective in safeguarding lives, sustaining essential services, and protecting Marin County's people, property, environment, and community.

■ **Plan Concurrence and Alignment**

The 2026 Marin County Emergency Operations Plan (EOP) serves as the core plan for emergency management within Marin County. It establishes the primary framework that guides preparedness, response, recovery, and mitigation activities for all County departments and partner organizations.

This EOP is supported by a series of functional and hazard-specific annexes, which provide detailed operational guidance tailored to particular missions and hazards. Each annex is designed to align with and expand upon the core plan, ensuring a consistent and coordinated approach to emergency management.

The 2026 EOP is also designed to be concurrent and compatible with:

- City and Town Emergency Operations Plans within Marin County
- Special District Emergency Plans supporting essential services and lifelines
- The California State Emergency Plan, ensuring consistency with the Standardized Emergency Management System (SEMS) and the National Incident Management System (NIMS)

The Marin County EOP has been reviewed and concurred by departments, jurisdictions, special districts, and political subdivisions within the Marin Operational Area (OA). This concurrence ensures a unified framework that supports collaboration and interoperability across the County, while respecting the unique authorities and operational responsibilities of each entity.

This plan is maintained by the Marin County Office of Emergency Management (OEM) and will be regularly reviewed and updated to remain current with emerging risks, lessons learned, and evolving best practices.

With the adoption of this plan, all prior emergency operations plans developed by Marin County are superseded. The 2026 EOP is the single, authoritative plan for County-level emergency management and provides the foundation for coordinated emergency operations across Marin County and supporting the broader Bay Area region.





■ Plan Maintenance and Authority for Changes

The Marin County Office of Emergency Management (OEM) is responsible for the ongoing maintenance and revision of the Emergency Operations Plan (EOP). The plan is a living document that must remain relevant, accurate, and reflective of best practices in emergency management. OEM may implement administrative and structural changes, such as formatting updates, corrections, and organizational adjustments, as needed to ensure accuracy and usability.

■ Distribution of Emergency Operations Plan

The Marin County Emergency Operations Plan (EOP) will be distributed electronically to all identified stakeholders, including County departments, cities, towns, special districts, partner agencies, and community organizations with a role in emergency management. Printed copies of the plan will be made available upon request to ensure accessibility for agencies or individuals that require hard copy references.

To promote transparency and community preparedness, a public version of the EOP, redacted to remove sensitive or confidential information, will be made available on the Marin County Office of Emergency Management (OEM) website and at the office of OEM – 1600 Los Gatos Drive, Suite 301 San Rafael, California 94607. This ensures that residents, businesses, and community partners can access essential emergency planning information while safeguarding operational security.



■ Targets for Review and Thresholds

The EOP will be reviewed and updated on a regular basis and in response to specific triggers, including but not limited to:

- **Post-Incident Implementation:** Following the activation and use of the EOP during an actual emergency or disaster, the plan will be revisited to incorporate lessons learned and recommendations documented in After Action Reports (AARs) and Improvement Plans (IPs).
- **Exercises and Training:** After multi-jurisdictional training exercises, drills, or tabletop sessions, the plan will be evaluated and revised as necessary to reflect operational gaps, strengths, and participant feedback.
- **Research and Assessments:** Updates will be made when new risk assessments, hazard analyses, or advances in emergency management research identify improved practices or new considerations for Marin County.
- **Executive or Governing Direction:** The EOP may be revised at the direction of the County Executive, city or town councils, special district boards, or the Marin County Board of Supervisors when policy, legal, or jurisdictional priorities require adjustments.

The Office of Emergency Management may implement administrative and structural changes to maintain the plan's accuracy and usability. Policy-level revisions require approval by the County Executive, and legal or code-related changes must be approved by the Marin County Board of Supervisors.

To ensure consistency across the Operational Area, updates and revisions will be distributed to all jurisdictions, special districts, and key partners within the Marin Operational Area, with updated versions replacing all previous editions.



Chapter 1: Purpose, Scope of Plan, and Limitations

The Marin County Emergency Operations Plan (EOP) establishes the framework for response and recovery from emergencies and disasters impacting the County of Marin. This plan outlines a structure for a coordinated and collaborative approach among County of Marin departments, cities, towns, special districts, community organizations, private sector partners, and regional, state, and federal agencies.

Under the Standardized Emergency Management System (SEMS), the County of Marin is designated as the Operational Area (OA), with the Marin County Fire Department Office of Emergency Management (OEM) serving as the primary coordination entity. In this role, OEM assumes responsibility for the coordination of emergency management efforts across the entire geographic area of the County, including its incorporated cities and towns, special districts, and unincorporated areas. As the OA lead, OEM facilitates collaboration, resource sharing, and communication among all stakeholders to equitably serve the whole community before, during, and after an incident by providing direct and support services, and protecting the environment, property, infrastructure, economy, and critical services with localized solutions and support.

This plan aligns with federal guidance, including the National Incident Management System (NIMS) and the National Response Framework (NRF), to enhance interoperability and compatibility across all levels of government. Additionally, this plan incorporates principles from the National Planning Frameworks, which outline a coordinated approach to emergency management across all phases of a disaster; and the National Disaster Recovery Framework (NDRF) to ensure a resilient and community-driven recovery process.

This EOP outlines potential hazards, identifies roles and responsibilities, and summarizes operational protocols. The intent of the EOP is to improve the ability to:

- Protect lives, property, the environment, and the economy during and after emergencies and disasters.
- Promote resilience and preparedness within the community.
- Ensure rapid, effective response to all-hazard incidents, including natural disasters, technological hazards, and human-caused threats.
- Facilitate coordinated recovery efforts to restore normalcy and minimize long-term impacts.

This EOP serves as the base policy and guidance document for decision-makers and operational personnel. Hazard-specific and functional annexes supplement the EOP by providing guidance related to specific threats, operational functions, and support activities. OEM and partner departments and organizations are responsible for the development and maintenance of Standard Operating Procedures (SOPs) that translate the concepts of the EOP into actionable procedures tailored to specific departments, disciplines, or operational functions. Each organization with responsibilities under the EOP is expected to maintain and regularly update SOPs to align with the plan's objectives and current capabilities.



■ **Scope of the Emergency Operations Plan**

The Marin County Emergency Operations Plan (EOP) applies to all emergency management activities within the County of Marin, encompassing the full range of hazards and threats that may affect the region. It provides a framework for coordinated emergency preparedness, response, recovery, and mitigation efforts across the entire Operational Area (OA). The EOP establishes the organizational structure, authorities, responsibilities, and coordination mechanisms necessary to manage incidents that affect Marin County, while ensuring integration with state and federal systems.

■ **Geographic Coverage**

The Marin County Emergency Operations Plan (EOP) applies to all areas within the county's geographic boundaries, including incorporated cities and towns (through the Operational Area structure), unincorporated communities, and privately owned lands. The county also contains state and federal lands such as parks, preserves, and facilities, which are managed under their respective jurisdictions. While this plan provides a framework for coordination and support across all lands within Marin County, its application to state and federal lands is limited by the authorities of those agencies. In such cases, the EOP supports collaborative planning, communication, and resource coordination to ensure the greatest level of operational alignment possible.

■ **Multi-jurisdictional Integration**

- Identifies coordination mechanisms for the County of Marin as the designated lead agency for the Operational Area under the Standardized Emergency Management System (SEMS).
- Integrates and supports the emergency plans and efforts of local jurisdictions, including cities, towns, and special districts, to facilitate a unified and collaborative approach.
- Aligns with state and federal emergency management systems, including the National Incident Management System (NIMS) and the National Response Framework (NRF), to support multi-jurisdictional coordination.
- Includes Operational Area coordination structures that allow Marin County agencies to coordinate resources within the Operational Area but also extend coordination outside the county up to and including the state and federal government.



■ All-Hazards Approach

The EOP is applicable to a broad spectrum of potential emergencies and disasters, including but not limited to:

- Natural hazards such as wildfires, earthquakes, floods, landslides, and atmospheric rivers.
- Technological and infrastructure-related incidents, such as power outages, hazardous material releases, and communications disruptions.
- Human-caused events, including terrorism, active shooter incidents, and cyberattacks.
- Public health emergencies, such as pandemics or biological threats.

■ Integration with all Operational Phases

The Marin County Emergency Operations Plan (EOP) is designed to guide County government, partner agencies, and community stakeholders across all phases of emergency management: mitigation, preparedness, prevention, response, and recovery.

- **Mitigation:** The plan promotes hazard awareness, risk reduction strategies, and integration with the County's Multi-jurisdictional Hazard Mitigation Plan. It supports efforts to lessen the long-term impacts of disasters through planning, land use, and community education.
- **Preparedness:** The EOP provides a framework for training, exercises, mutual aid coordination, and readiness activities. It establishes organizational structures, communication protocols, and resource management processes to ensure the County and its partners are prepared before an incident occurs.
- **Prevention:** Guides actions and strategies designed to avoid or deter the occurrence of incidents, whether natural, human-caused, or associated with domestic or international terrorism. This includes measures such as intelligence sharing, threat detection, public awareness, and protective actions that reduce the likelihood of emergencies before they occur.
- **Response:** The plan is activated to guide emergency operations during incidents. It provides direction on EOC activation, coordination among departments and partner agencies, public information, resource requests, and the protection of life, property, and the environment.
- **Recovery:** The EOP outlines the transition from response to recovery operations. It ensures coordination with state and federal partners, supports community recovery planning, and emphasizes continuity of government and vital services.

By addressing all phases of emergency management, the EOP ensures that Marin County can not only respond effectively to incidents but also build resilience, sustain operations, and recover stronger after a disaster.



■ Nexus to Emergency Operations Plan Annexes

The Marin County Emergency Operations Plan (EOP) establishes the overarching framework for emergency management in the County. To remain functional and operational during a wide range of incidents, the EOP is supported by a series of Annexes. These Annexes provide the tactical depth, hazard-specific considerations, and functional responsibilities necessary for effective emergency management.

THE NEXUS BETWEEN THE BASE PLAN AND ITS ANNEXES ENSURES:

- **Consistency of Policy and Procedures:** The Base Plan defines the County's emergency management policies and organizational framework, while the Annexes apply these policies to specific hazards, functions, or populations.
- **Operational Guidance:** Annexes provide detailed direction to staff within the Emergency Operations Center (EOC) and in the field on how to implement the Base Plan under different conditions.
- **Integration Across Functions:** Annexes are written to align with each other and with the Base Plan, ensuring that planning for communications, evacuation, mass care, continuity of operations, and recovery all fit within the same coordinated system.
- **Adaptability and Scalability:** Annexes expand the EOP to cover both routine incidents and catastrophic events, ensuring scalability of operations.

CORE TYPES OF ANNEXES

1. **Functional Annexes:** Describe missions and responsibilities common across hazards (e.g., Mass Care and Sheltering, Evacuation and Transportation, Public Information, Damage Assessment, Continuity of Government/Operations).
2. **Hazard-Specific Annexes:** Address unique considerations for incidents such as wildfire, flooding, earthquake, hazardous materials release, extreme heat, or public health emergency.
3. **Support Annexes:** Provide operational depth on essential support areas such as Emergency Communications, Resource Management, Donations and Volunteer Management, Disaster Recovery, and Financial Cost Recovery.

OPERATIONALIZING AN ANNEX

- **Activation and Direction:** Annexes are implemented alongside the EOP when incident conditions require, providing tailored procedures while maintaining alignment with the EOP's command structure and policies.
- **Annex Adoption:** Whereas Annexes are developed at different stages and may adjust policies and procedures, each Annex shall be adopted by the County Board of Supervisors.



- **EOC Application:** Each Annex identifies the EOC Section or Deputy Manager responsible for coordination, ensuring integration into the Incident Action Planning process.
- **Legal and Policy Nexus:** Annexes supplement the Base Plan to ensure compliance with SEMS, NIMS, and California Government Code requirements (e.g., Government Code §8630 for proclamations, §7299.7 for language access, and §3100 for Disaster Service Worker obligations).
- **Cross-Reference to Related Plans:** Where appropriate, Annexes reference companion plans such as the Multi-Jurisdictional Hazard Mitigation Plan, Departmental Continuity of Operations Plans, or specialized functional playbooks.

GUIDANCE FOR USERS OF THE EOP AND ANNEXES

Users of this plan should consult the Base Plan first to understand overall emergency management structures and policies. Once an incident's scope and needs are determined, the relevant Annex should be referenced for specific procedures, resource coordination mechanisms, and operational detail.

Together, the Base Plan and Annexes form a comprehensive and interconnected planning framework that ensures the County can effectively prepare for, respond to, and recover from emergencies of all scales.



■ Scalability and Flexibility of the EOP

The Marin County Emergency Operations Plan (EOP) is designed to be scalable and adaptable to natural, human-caused, and future incidents of any size, complexity, or duration. Emergencies can range from internal crisis, to small, localized events to major disasters that overwhelm local resources. This plan provides a flexible framework that can be adjusted based on the scope of the incident.

Lower-Level Incidents: For smaller incidents or localized events, the EOP may be partially implemented (e.g., only the functions and staff needed to manage the incident will be engaged). For example, a department-level incident may only require limited coordination through a Department Operations Center (DOC) and minimal Emergency Operations Center (EOC) support. This approach ensures that County resources are used efficiently without over-committing personnel or systems.

“Larger-Than-Plan” Incidents: Conversely, some emergencies may exceed the assumptions or capacities outlined in this plan. In those cases, the County will scale up by:

- Expanding the EOC structure to include additional sections, branches, or positions.
- Request mutual aid through established local, regional, and state systems.
- Seek state and federal assistance, including technical support, specialized resources, and disaster declarations.
- Leverage community-based organizations, private sector partners, and Disaster Service Worker (DSW) cadres to provide surge capacity.

Marin’s EOP is not intended to predict every scenario but rather to provide a foundation for organized and coordinated response. By design, the plan can expand to address incidents that exceed local capabilities or contract to address smaller, more routine emergencies.

Guiding Principle: Scalability ensures that the EOP remains a living framework, capable of addressing both anticipated and unforeseen challenges. Adaptability allows County staff and partners to tailor the response structure to the unique needs of each incident while still maintaining compliance with SEMS, NIMS, and ICS, herein required by state and federal laws and statutes.

■ Limitations of the EOP

Marin’s EOP provides a scalable and flexible framework for emergency management but does not replace departmental emergency procedures or the use of professional judgment in the field. The plan does not grant new legal authorities to the County of Marin, nor does it supersede the authority of local jurisdictions, special districts, or state and federal agencies. While the plan is comprehensive, it cannot account for every potential contingency or unique circumstance. Instead, it establishes guiding principles and structures to support coordination, decision-making, and the best use of available resources.



■ **Chapter 2: Community Profile**

■ **Marin County Geography**

Marin County is located just north of the City and County of San Francisco and is connected to the city by the Golden Gate Bridge. While part of the greater San Francisco Bay Area metropolitan region, Marin retains a distinct character defined by its rural setting, extensive open space, and unique geography. The County covers approximately 828 square miles, of which 520 square miles are land and 308 square miles are water. Its peninsular position places it between three major bodies of water: the Pacific Ocean to the west, San Pablo Bay to the east, and San Francisco Bay, along with the Golden Gate strait, to the south.

The county's landscape is highly varied, encompassing rugged mountains, redwood forests, rolling hills, tidal wetlands, and miles of ocean coastline. These features make Marin both environmentally rich and environmentally vulnerable, as the same lands that provide natural beauty and ecological value are also susceptible to hazards such as wildfire, flooding, erosion, and sea level rise. Marin County also contains extensive protected lands, including national park units such as the Golden Gate National Recreation Area and Muir Woods National Monument, state parks such as Mount Tamalpais, China Camp, and Angel Island, and numerous regional and local open space preserves managed by the County and its cities. These protected lands not only preserve natural resources but also limit the amount of developable land, shaping the County's threat profile and mitigation.

Marin County is home to approximately 256,400 residents. San Rafael, the County seat, has about 61,000 residents and serves as a center for government and commerce, while Novato, with about 53,000 residents, anchors the northern part of the County. The remaining population is distributed across additional cities and towns such as Mill Valley, Larkspur, and Tiburon, and within numerous unincorporated communities ranging from rural inland valleys to coastal villages.

The geographic diversity of Marin, spanning urbanized areas, rural communities, coastal villages, and remote natural lands, creates both opportunities and challenges for emergency management. Response operations must be adaptable to serve dense population centers as well as isolated communities that may be cut off during major incidents. Limited roadways, reliance on key bridges and highway corridors, and the presence of geographically isolated coastal areas increase the complexity of evacuation, resource distribution, and response coordination. The County's position at the intersection of land and water, its network of natural and protected areas, and its mix of urban and rural populations all shape how emergencies are planned for, responded to, and managed.



GEOGRAPHIC CHARACTERISTICS

Marin County is home to a variety of parks and open spaces managed by federal, state, and local agencies. Notable areas include:

- **Golden Gate National Recreation Area (GGNRA):** Federal parkland that includes sites such as Muir Woods National Monument and Stinson Beach, offering recreational opportunities and preserving significant natural and historical resources.
- **Point Reyes National Seashore:** A federally protected area featuring rugged coastline, expansive beaches, and rich biodiversity, attracting visitors for hiking, wildlife viewing, and educational programs.
- **Mount Tamalpais State Park:** Managed by the state, this park provides panoramic views, extensive trail systems, and diverse ecosystems, making it a popular destination for outdoor enthusiasts.
- **Samuel P. Taylor State Park:** Known for its redwood groves and the scenic Lagunitas Creek, this state park offers camping, picnicking, and hiking opportunities.
- **Marin County Parks and Open Space Preserves:** The county oversees 39 parks and 34 open space preserves, encompassing approximately 18,510 acres.

The extensive allocation of land to parks, open spaces, and agricultural uses in Marin County presents unique considerations for emergency management:

- **Flooding Risk:** The county collects vast amounts of water from consistent rain; however, this also serves as a precursor for flood risk within local rivers, creeks, and landslides from erosion triggered by runoff.
- **Wildfire Risk:** The vast natural landscapes, particularly in wildland-urban interface zones, necessitate robust wildfire prevention and response strategies.
- **Resource Allocation:** The management of large public lands requires coordinated efforts among various agencies to ensure effective emergency response and resource distribution.
- **Access and Evacuation:** The rural and sometimes remote nature of these areas can pose challenges for access during emergencies, highlighting the need for well-planned evacuation routes and communication systems.

Understanding the distribution and management of land in Marin County is crucial for developing comprehensive emergency plans that address the specific needs and challenges associated with its diverse landscapes.



AVERAGE WEATHER CONDITIONS

- Marin County has a generally mild climate, with rainy winters and dry summers:
 - **Winter (December–February):** Average temperatures range from 45°F to 60°F, with the majority of the county’s annual precipitation falling during this period (an average of 32 inches).
 - **Summer (June–August):** Temperatures typically range from 50°F to 80°F, with coastal areas experiencing cooler conditions due to marine fog.
 - **Fall and Spring:** Transitional seasons are generally mild and dry, with occasional weather variability.
 - **Microclimates:** Due to the county’s varied topography, microclimates exist, with cooler, foggy conditions near the coast and warmer temperatures in inland valleys.

Marin County’s geography presents unique challenges for emergency management:

- The extensive coastline increases vulnerability to flooding, tsunamis, and coastal erosion.
- Rugged terrain and wildfire-prone wildland-urban interface areas require specialized planning for firefighting and evacuations.
- Limited transportation corridors can become bottlenecks during emergencies, emphasizing the need for thorough evacuation and traffic management plans.
- The county’s proximity to major urban centers and reliance on regional infrastructure underscores the importance of coordinated planning with neighboring jurisdictions.



NEIGHBORING COUNTIES

- Marin County shares borders with the following counties:
 - County of Sonoma to the north.
 - County of Contra Costa to the east (border on San Pablo Bay).
 - City and County of San Francisco to the south (border on the San Francisco Bay).

MAJOR TRANSPORTATION NETWORKS

- **Highways:**
 - U.S. Highway 101 is the primary north-south transportation corridor, connecting Marin County to Sonoma County in the north and City and County of San Francisco via the Golden Gate Bridge in the south.
 - California State Route 1 (the Pacific Coast Highway) runs along the coastline, providing scenic access to coastal communities and parks.
 - California State Highway 37 connects Marin to the southeastern portion of Sonoma County.
- **Bridges:**
 - The Golden Gate Bridge connects Marin County to San Francisco.
 - The Richmond-San Rafael Bridge connects the county to Contra Costa County.
- **Public Transit:**
 - Golden Gate Transit provides bus and ferry services that extends out to San Francisco, Richmond, and up to Santa Rosa. Marin Transit contracts for operational services within Marin County.
 - SMART Train (Sonoma-Marín Area Rail Transit) provides rail service between Marin and Sonoma Counties.
- **Airports:**
 - For commercial flights, Marin County is serviced by regional airports in neighboring counties, including San Francisco International Airport (SFO), Oakland International Airport (OAK), and the Sonoma County Airport (STS).
 - Gness Field Airport, is used for personal air transportation for residents, visitors, businesses, and governments. The airport is operated by the County of Marin.



■ Bay Area Geography and Interconnectedness

REGIONAL INTERCONNECTEDNESS OF MARIN COUNTY AND IMPACTS ON EMERGENCY RESPONSE

Marin County is deeply interconnected with the greater Bay Area and North Bay counties. Residents, workers, and visitors rely on cross-county lifelines for transportation, commerce, utilities, and emergency services. While this interconnectedness is essential for daily life, it also creates dependencies that can be severely disrupted during catastrophic disasters. For the Marin County Emergency Operations Center (EOC), this interdependence means that effective emergency response must anticipate and plan for failures in regional systems.

TRANSPORTATION AND ACCESS

The Golden Gate Bridge connects Marin directly to San Francisco, carrying more than a million vehicle crossings monthly, while the Richmond–San Rafael Bridge links Marin to the East Bay and critical freight corridors. State Route 37 provides an east–west lifeline across Sonoma and Solano Counties, but it is increasingly vulnerable to flooding and congestion. Marin’s emergency response, including medical mutual aid, supply deliveries, and deployment of specialized personnel, depend heavily on these chokepoints. A closure or impairment can isolate the County, slowing ambulance transfers, fuel deliveries, and the movement of Disaster Service Workers (DSWs) to assignments.

EOC Core Actions:

- Public transit systems such as Golden Gate Transit and Ferry and the SMART rail line also provide essential redundancy. In disaster scenarios, these may be adapted to support emergency evacuation, DSW transport, or staging of medical and relief supplies.

COMMERCE AND SUPPLY CHAINS

The Port of Oakland is the primary container port for Northern California, moving more than two million TEUs (1 TEU = the equivalent of one, 20-foot shipping container) annually. Much of Marin’s supplies, food, retail goods, and construction materials move through this port. Fuel supply is similarly dependent on Bay Area refineries and marine terminals in Richmond and Benicia. Disruptions to these facilities, as seen in refinery outages, can quickly constrain North Bay fuel availability, directly affecting Marin’s fire engines, ambulances, and generators needed for shelter and medical continuity.

EOC Core Actions:

- In such cases, the EOC may need to assign DSWs to roles such as fuel staging, supply sorting, or logistics coordination to stabilize operations until commercial systems recover.



UTILITIES AND COMMUNICATIONS

Marin's water system is locally sourced but partially dependent on imports from Sonoma County's Russian River system. Drought, earthquake damage to aqueducts, or contamination could limit water availability for firefighting and shelter operations – especially if impacts are found to reservoirs in the county. Similarly, most of Marin's electric grid is delivered via PG&E infrastructure, and impacts from atmospheric river storms and regional Public Safety Power Shutoffs (PSPS) have demonstrated how outages in one county can ripple into Marin, disrupting communications, traffic management, and healthcare.

Under California Public Utilities Commission requirements, telecom providers must maintain 72-hour backup power in high fire-threat areas, yet extended outages still degrade communications.

EOC Core Actions: For emergency response, this means EOC staff and DSWs may need to establish field power centers, perform administrative support, or act as messengers if systems fail.

CATASTROPHIC SCENARIOS AND EOC IMPLICATIONS

In a major earthquake (e.g., San Andreas or Hayward Fault events), bridge closures, refinery disruptions, and widespread utility loss could sever Marin's ties to San Francisco, the East Bay, and Sonoma. This would directly impact mutual aid, hospital transfers, commodity resupply, and EOC staff rotations.

EOC Core Actions: The Marin EOC must plan for:

- **Bridge Loss Contingencies:** Surge ferry and rail capacity, pre-staged supply caches, and deployment of DSWs to support mass care and traffic management.
- **Supply Chain Disruptions:** Rapid activation of local contracts and coordination with VOAD partners to replace external supply routes.
- **Utility Outages:** Integration of generator fuel logistics and communications redundancy into the EOC Action Plan.
- **Workforce Surge:** Activation of County employees as DSWs to fill roles in registration, logistics, shelter operations, animal care, and communications. The DSW program ensures that employees may be reassigned from their usual duties to emergency functions such as running shelters, managing call centers, or delivering supplies.

CORE OUTCOMES FROM MARIN'S INTERCONNECTEDNESS

Marin County's daily resilience is tied to regional lifelines that extend far beyond its borders. The EOC must recognize that disasters in San Francisco, Oakland, or Sonoma can disrupt Marin's ability to respond locally. By integrating out-of-county impacts into emergency situational awareness, planning for chokepoint failures, and coordinating across counties, Marin can sustain critical functions even when its interconnected systems falter.



■ **Summary of Community Demographics in Marin County**

The July 2024 U.S. Census estimates place Marin County's population at 256,400 residents. Compared to California overall, Marin reflects distinct demographic, socioeconomic, and geographic characteristics that shape emergency management planning and disaster response operations.

POPULATION AND AGE DISTRIBUTION

- Marin has a higher proportion of older adults (24.7% age 65+) than the California average (16.2%). This presents increased considerations for medical support, sheltering, transportation assistance, and continuity of care during disasters.
- The youth population (under 18 years) is lower than the state average (19% vs. 21.7%) but still represents nearly one-fifth of the population, requiring coordinated planning for schools, reunification, and family services.

DIVERSITY AND LANGUAGES

- Marin remains majority White (84.2%) with a smaller proportion of Hispanic or Latino residents (19.6%) compared to the state (40.3%).
- Asian (7.1%), Black/African American (2.9%), and American Indian/Alaska Native (1.2%) communities are present but proportionally smaller than California overall.
- Language diversity is significant: 23.1% of residents speak a language other than English at home. While lower than the state average, this requires multilingual alert and warning, shelter services, and public information strategies to ensure equitable access.

HOUSING AND COMMUNITY STABILITY

- Marin has high housing costs with a median home value nearly double the state average (\$1.39M vs. \$695K). Rents and mortgages are also substantially higher than statewide norms, creating vulnerabilities for displaced households during disasters.
- Homeownership is higher than the state average (63.9% vs. 55.8%), but households are smaller (2.44 persons per household vs. 2.86). Planning for sheltering and recovery must address both single-person and multigenerational households.
- The county has a relatively stable population, with 88.3% of residents living in the same home as one year prior, suggesting strong neighborhood ties that may assist in resilience and community-based recovery.





HEALTH AND ACCESS AND FUNCTIONAL NEEDS

- Disability prevalence among those under 65 is lower (5.4% vs. 7.3%), but this still represents a significant population requiring accessible facilities, medical equipment support, and specialized transportation during emergencies.
- Health insurance coverage is strong, with only 5.1% uninsured under age 65, compared to 7.4% statewide. This increases access to care but does not eliminate barriers during large-scale disasters.



EDUCATION AND DIGITAL ACCESS

- Marin has one of the highest educational attainment rates in California, with 60.5% of adults holding a bachelor's degree or higher (vs. 36.5% statewide).
- Nearly all households have a computer (97.5%) and broadband internet (95.1%). These factors support digital emergency communication, remote services, and information sharing, though contingency planning must also address residents with limited access.

ECONOMY AND INCOME

- Marin's economy is strong, with a median household income of \$142,785 (vs. \$96,334 statewide) and a per capita income nearly double the state average (\$90,408 vs. \$47,977).
- Despite overall affluence, 8.7% of residents live in poverty, highlighting equity considerations for disaster housing, food security, and recovery funding.
- Retail sales per capita are significantly higher than the state (\$28,587 vs. \$20,738), reflecting both strong consumer markets and potential post-disaster economic disruption.

GEOGRAPHY AND DENSITY

- Marin's population density (504 people per square mile) is nearly double the California average, with concentrations in incorporated cities and towns balanced against large areas of open space, parks, and coastal communities. This mixed geography requires planning for both urban evacuations and isolated rural response operations.

CORE OUTCOMES TIED TO COUNTY DEMOGRAPHICS

- **Aging population:** Increased demand for medical surge, mobility assistance, and continuity of care.
- **Housing costs and displacement risk:** Disaster recovery and shelter planning must anticipate affordability challenges.
- **Language and cultural access:** Emergency alerts, shelters, and recovery services must provide multilingual and culturally competent support.
- **Digital equity:** High internet penetration supports digital communications, but redundancy in messaging remains critical.
- **Socioeconomic disparity:** Affluence masks pockets of vulnerability, poverty, renters, and underserved groups require targeted outreach.
- **Geographic complexity:** Dense cities, rural coastlines, and federally managed lands require coordinated multi-jurisdictional response.



■ **Equity, Inclusion, and Accessibility in Emergencies**

Equity, Inclusion, and Accessibility priorities are limited to this chapter of the Emergency Operations Plan. Equity, accessibility, and inclusion are built into the entire 2026 Marin County Emergency Operations Plan.

The Marin County Office of Emergency Management (OEM) and the Operational Area partners plan and operate with the understanding that emergencies affect people differently. For that reason, considerations for people with disabilities, access, and functional needs (DAFN), as well as culturally diverse and underserved communities, are integrated into how the County prepares for, responds to, and recovers from disasters.

These principles guide how we develop plans, share information with the public, coordinate resources, operate the EOC, support evacuation and sheltering, and plan for recovery. Equity and accessibility are not separate initiatives, they are core responsibilities that shape decision-making before, during, and after emergencies.

The Marin County Operational Area is committed to ensuring that all emergency management activities are inclusive, equitable, and accessible. Emergencies and disasters disproportionately affect individuals and populations with disabilities, access, and functional needs, including people with physical, sensory, cognitive, or medical conditions; older adults; children; individuals with limited English proficiency; and those without reliable transportation.

The 2026 Marin County Emergency Operations Plan establishes strategies to ensure that the County and the Marin Operational Area partners plan for, respond to, and recover from incidents in ways that respect the dignity and independence of all community members. These strategies are embedded into the County's EOC operations to ensure that equity considerations are not treated as separate from emergency planning, but instead as core operational priorities guiding all decisions.

DISABILITIES, ACCESS, AND FUNCTIONAL NEEDS (DAFN)

In Marin County, individuals with DAFN represent a significant portion of the population. These residents may require tailored planning, communications, transportation, or services during emergencies.

EOC Core Actions:

- Integrate DAFN considerations into all phases of emergency planning, training, and exercises.
- Assign designated DAFN Coordinators within the EOC to ensure needs are represented in resource requests, facilities, alerts, and public communications.
- Maintain partnerships with DAFN advocacy groups, community-based organizations, and healthcare providers to support response and recovery.
- Train responders and shelter staff on inclusive practices and AFN-specific support.



LANGUAGE ACCESS

Approximately 9% of Marin County residents have limited English proficiency, and 4% of households are linguistically isolated. Language barriers can prevent individuals from receiving and acting upon critical emergency information.

EOC Core Actions:

- Provide emergency alerts and warnings in Spanish, and in additional languages where affected communities exceed 5% of the population.
- Ensure all messaging uses plain language and culturally appropriate formats.
- Partner with trusted community organizations to disseminate emergency information to linguistically isolated households.
- Maintain a roster of trained interpreters and translators available for EOC activation, assistance centers, and shelters.

AGE DISTRIBUTION

Nearly 25% of Marin's population is aged 65 or older, significantly higher than the state average. Many older adults experience mobility challenges, chronic conditions, or lack vehicle access.

EOC Core Actions:

- Standardize wellness checks, outreach programs, and evacuation assistance for older adults in impacted areas.
- Coordinate with senior-serving organizations and healthcare providers to ensure continuity of care during evacuations and sheltering.
- Track and prioritize resource distribution for residential facilities and in-home caregivers.

DISABILITY CONSIDERATIONS

Approximately 14% of Marin County residents report having a disability, rising to 31% among those over 65. Disabilities may require specialized sheltering, communication, and evacuation support.

EOC Core Actions:

- Ensure shelters and assistance centers are ADA-compliant and provide quiet spaces, medical refrigeration, and personal care support.
- Deploy accessibility-focused communication spotlights (highlighting assistive devices, routes and more).
- Pre-stage and request resources for assistive technologies, mobility devices, and accessible transportation.



VEHICLE ACCESS AND EVACUATION

About 4% of Marin residents lack access to a personal vehicle, rising to 8% among seniors. This creates barriers to evacuation, particularly in coastal and rural areas.

EOC Core Actions:

- Coordinate with transit agencies, paratransit providers, and volunteer driver programs to provide evacuation support.
- Pre-identify pick-up and staging locations, publicize them through AlertMarin, community partners, and multilingual channels.
- Integrate transportation resource requests into the EOC Logistics Section for rapid deployment.

INCLUSIVE COMMUNICATION

Timely and accurate communication is essential to ensure public safety. Effective communication must consider language, literacy, disability, and digital access gaps.

EOC Core Actions:

- Deliver public information using multiple modalities: digital, print, radio, community organizations, and in-person outreach.
- Ensure redundancy in communication systems for populations without internet or mobile access.
- Maintain coordination between the Public Information Officer (PIO), DAFN Coordinator, and Alert and Warning Deputy Manager to ensure messages are consistent, accessible, and equitable.

RESOURCE MANAGEMENT AND RECOVERY

Disasters exacerbate existing inequities by straining access to housing, medical care, food, and financial resources.

EOC Core Actions:

- Pre-identify and allocate resources for AFN populations, including medical supplies, assistive devices, dietary-specific food, and trained support staff.
- Track equity considerations in EOC resource management systems to ensure requests for vulnerable populations are prioritized.
- Coordinate with community-based organizations and VOAD partners to extend recovery support beyond the EOC activation phase.



EQUITY AND INCLUSION SUMMARY

Marin County's demographic profile, an aging population, high housing costs, income disparities, language diversity, and varied disability needs, requires an emergency management system that is deliberately inclusive and equity-driven. The Marin County EOC will implement these actions through assigned roles, partnerships, and operational processes, ensuring that the most vulnerable are supported and that all residents, workers, and visitors have equitable access to preparedness, response, and recovery services.

COMMITMENT TO EQUITY, INCLUSION, AND ACCESSIBILITY

Marin County affirms its commitment to equity, inclusion, and accessibility in all aspects of emergency management. By integrating demographic considerations into planning, ensuring accessible communication, and prioritizing inclusive sheltering and evacuation practices, the County strengthens resilience for all community members. These actions will be carried out without compromising the ability to rapidly respond in an emergency, balancing urgency with a commitment to equity and access.





■ **Chapter 3: County Profile – Governance and Continuity**

Marin County's framework for governance, continuity, and community resilience is grounded in its unique governmental structure and diverse population. The County of Marin operates under a Board of Supervisors–County Executive form of government and serves as the designated Operational Area Coordinator for local jurisdictions, ensuring coordination of emergency management functions across cities, towns, and special districts. Continuity of operations is supported through established succession planning and continuity programs, which safeguard the ability of government to deliver essential services under all conditions. Understanding Marin's community profile, including its geographic characteristics, population distribution, and demographic trends, is essential for tailoring preparedness, response, and recovery strategies that reflect the needs of the whole community.

■ **County Seat of Government**

The County of Marin's seat of government is located at the Marin County Civic Center in San Rafael – 3501 Civic Center Dr, San Rafael, CA 94903. As the hub of county administration and governance, the Civic Center is essential to maintaining continuity of government during both normal and emergency conditions. However, the facility, campus, and surrounding area are subject to a range of hazards and threats, including earthquakes, wildfires, flooding, utility failure, severe storms, and potential security incidents. These hazards could limit access, damage infrastructure, or otherwise disrupt governance operations. To mitigate these risks, the County identifies and maintains alternate sites, both within and outside of Marin County, as well as field-based mobile options. These locations provide redundancy, geographic diversity, and flexibility, ensuring that governance functions can continue even if the primary seat is compromised.

ALTERNATE SEAT OF GOVERNMENT (IN-COUNTY OPTIONS)

1. Marin Center – Exhibit Hall (San Rafael)

- a. Large meeting and assembly space.
- b. Proximity to the Civic Center allows rapid transition of governance functions.
- c. Accessible parking and staging areas for staff and public engagement.

2. Town of Corte Madera Town Hall (Corte Madera)

- a. Provides an alternate southern Marin location for continuity of government.
- b. Equipped with council chambers and meeting rooms suitable for governance operations.
- c. Offers geographic redundancy outside the San Rafael basin.

3. North Marin Water District Headquarters (Novato)

- a. Provides a northern Marin location outside the San Rafael basin.
- b. Critical infrastructure facility with secure meeting and operations space.



ALTERNATE SEAT OF GOVERNMENT (OUT-OF-COUNTY OPTIONS)

1. Sonoma County Administrative Center (Santa Rosa)

- a. Provides a functional continuity site outside Marin's hazard footprint.
- b. Existing inter-county mutual aid relationships support governance operations if displacement is required.

2. Napa County or other City Government Buildings

- a. Accessible via Highway 101 and the Golden Gate Bridge.
- b. Offers proximity for regional coordination while ensuring the continuation of official county governance functions.

FIELD SEAT OF GOVERNMENT (MOBILE/EXPEDITIONARY OPTION)

The County may also establish a Field Seat of Government using a Mobile Command Post co-located at a hotel, community center, or other suitable facility. This option provides flexibility to rapidly establish continuity of governance functions near impacted communities while ensuring adequate space for staff, communications, and public access.

■ Continuity of Government Staff – Succession for Designated Officials

Ensuring the continuity of government is essential to maintaining leadership, authority, and critical decision-making during emergencies. The EOP and Marin County Municipal Code §2.99 provides the framework to support succession of leadership when designated officials are not available due to absence, incapacity, or other circumstances that prevent them from fulfilling their duties.

SUCCESSION OF AUTHORITY

1. Board of Supervisors Succession

- a. In accordance with the Marin County Municipal Code §2.99.050, the County Clerk is responsible for maintaining the official records of succession for the Board of Supervisors. Each Supervisor designates two successors, whose names are kept on file with the Clerk. In the event a Board Supervisor is no longer able to serve in their capacity during an emergency, one of the designated individuals will be appointed to serve as members of the Board in accordance with County Code provisions and the established procedures of the County Clerk's Office to ensure continuity of governance



2. Countywide Succession

- a. The County Executive serves as the chief executive authority during emergency operations and holds the ex officio title of Director of Emergency Services.
- b. If the County Executive is unavailable, succession follows the established County order of succession, which is formally designated in County policy and Board resolutions.
- c. If no designated County leaders are available, the most senior available Department Director, or their designee, will assume operational responsibilities until a qualified successor is appointed.

3. Policy Group Leadership

- a. The County Executive (Director of Emergency Services) serves as the lead of the Policy Group during emergency operations.
- b. The Policy Group provides strategic guidance, approves emergency declarations, and supports jurisdiction-wide decision-making.

4. Emergency Operations Center (EOC) Leadership

- a. The Director of Emergency Management, who holds the ex officio title of Assistant Director of Emergency Services, serves as the lead for the EOC and is responsible for operational coordination of the County's emergency response.
- b. If the Director of Emergency Management is unavailable, succession passes to:
 - i. County Fire Chief
 - ii. Deputy Director of Emergency Management (or equivalent)
 - iii. An alternate Department Director trained in EOC management
- c. Section Managers and Branch Coordinators must also identify at least two alternates who are prepared to assume responsibility for their roles.

5. Departmental Succession

- a. Each County Department must maintain an internal Department Emergency and Continuity of Operations Plan (DEOP/COOP) that identifies at least three levels of succession for leadership.

6. Department Heads

- a. Responsible for ensuring these successors are trained and prepared to assume authority during emergencies.

DELEGATION OF AUTHORITY

- Successors are authorized to make decisions, commit resources, and represent the County within the scope of their assigned responsibilities.
- Delegation of authority must be documented in writing whenever possible, but in emergencies, verbal delegation is acceptable and should be logged into the EOC documentation system.



DELEGATION OF AUTHORITY THROUGH DISASTER SERVICE

WORKERS (DSWS)

- Through County Municipal Code Section 2.99, the Office of the County Executive and Office of Emergency Management are required to maintain a list of approved persons who may serve as the Director and Assistant Director of Emergency Services
- If the absence of officials creates operational gaps, the County will activate Disaster Service Workers (DSWs) to support continuity of operations. Employees reassigned as DSWs may temporarily fulfill supporting roles that ensure continuity of essential functions.
- For positions where higher levels of authority are deemed necessary, the departments shall maintain a Continuity of Operations plan for Department Heads and maintain training for designated personnel.

INTEGRATION WITH MUTUAL AID AND OPERATIONAL AREA PARTNERS

- If leadership gaps occur beyond the County's internal succession framework, the Marin Operational Area will coordinate with cities, towns, and special districts to ensure continuity of authority and representation. Mutual aid requests through the EOC may include EOC positions and Section Managers; however, County personnel shall always fill the following positions: Director of Emergency Services, EOC Director, and Finance Section Manager.
- Requests for external leadership or resource support will follow established mutual aid channels and be logged by the Operational Area EOC.

■ Continuity of Government Group (COG)

In addition to succession planning, the County must sustain essential internal functions that allows government to remain operational during and after an emergency. To support this need, the EOP establishes a Continuity of Government Group (COG) responsible for maintaining the County's internal organizational continuity.

The COG ensures that County government remains capable of carrying out its core administrative, financial, and governance functions despite disruptions caused by an incident. These activities are distinct from field emergency response and are critical to supporting the EOC, the Policy Group, and County departments with critical, internal information and data.



SCOPE OF ACTIVITIES

The COG focuses on internal operations, which may include but are not limited to:

- **Human Resources and Staffing:** Maintaining employee payroll, benefits, labor relations, and workforce support.
- **Finance and Administration:** Ensuring continuation of purchasing, contracting, and fiscal tracking to maintain government solvency and accountability.
- **Information Technology (IT):** Maintaining secure and functional communication, data systems, and technology platforms that enable operations.
- **Legal and Governance:** Preserving authority through documentation, records management, and legal review of emergency actions.
- **Facilities and Logistics:** Ensuring County facilities and critical infrastructure remain functional to support continuity of services.

INTEGRATION WITH THE EOC

- The COG may be implemented under the authority of the EOC Director (Assistant Director of Emergency Services) or serve as a standalone function under County Executive.
- COG activities can be coordinated through the EOC's Finance/Administration Section, Logistics Section, or a dedicated Continuity Section, depending on the incident scale.
- While the EOC is responsible for overall incident coordination, the COG is tasked with sustaining the business of government during the emergency period.

COST RECOVERY CONSIDERATIONS

- Activities performed by the COG are required to sustain government but are not typically eligible for disaster cost recovery under federal or state reimbursement programs.
- Examples include continuation of payroll, ongoing IT system maintenance, or routine administrative processing.
- Departments must account for these activities separately from incident-related emergency response costs to ensure proper documentation and compliance with recovery rules.

CONTINUITY OF OPERATIONS PLANNING

Each County department is responsible for ensuring the continuity of its essential functions, personnel, and infrastructure during an emergency. Departments should refer to their Departmental Continuity of Operations Plan (COOP) for specific actions, procedures, and assignments that support continued operations and recovery of departmental facilities and systems. The COOP serves as the primary reference for maintaining critical services, identifying alternate work locations, and guiding the restoration of departmental capabilities following a disruption.





■ **Chapter 4: Mitigation Phase, Hazards, Threats, and Plan Applicability**

The EOP is designed as an all-hazards, adaptable, and scalable plan that provides the framework for managing known and emerging threats. While it identifies hazards specific to Marin County, it is flexible enough to address new and unforeseen incidents that may arise in the future. The plan is structured to guide coordinated emergency management during catastrophic disasters, but it is equally applicable to smaller-scale emergencies where strong interagency coordination is required or where the use of emergency powers may be necessary.

The EOP enables Marin County and the Marin Operational Area to prepare for, respond to, recover from, and mitigate the impacts of incidents ranging from earthquakes and wildfires to cyberattacks and pandemics. Its scalability ensures that response operations can be tailored to the size, scope, and complexity of the incident, whether affecting a single community or the entire region.

This section provides an overview of the hazards and threats facing Marin County and the broader Bay Area, along with their potential impacts. For a more detailed analysis of hazard characteristics, vulnerabilities, and mitigation strategies, refer to the Marin County Multi-Jurisdictional Hazard Mitigation Plan (MJHMP) which is separate from this document, and updated by the County.

■ **Natural Hazards impacting Marin County**

EARTHQUAKES

Marin County lies in a seismically active region vulnerable to major earthquakes along the San Andreas Fault, Hayward Fault, and other fault systems. A significant event could cause widespread structural damage, liquefaction, landslides, and utility failures, with secondary effects including fires, hazardous material spills, transportation disruptions, and prolonged outages.

WILDFIRES

Extensive wildland-urban interface (WUI) areas create high wildfire vulnerability, particularly during hot, dry, and windy conditions. Climate change, fuel buildup, and human activity have increased risks of destructive wildfires, which may trigger mass evacuations, air quality emergencies, and cascading impacts to power and water systems.





LANDSLIDES, EROSION, AND DEBRIS FLOWS (INCLUDING POST-FIRE HAZARDS)

Steep terrain, variable geology, and heavy rainfall contribute to landslide and debris flow risks. Post-fire landscapes are especially vulnerable to fast-moving debris flows that can damage homes, utilities, and roads, and isolate hillside communities.

SEA LEVEL RISE AND COASTAL EROSION

With more than 70 miles of coastline, Marin is highly susceptible to rising sea levels, storm surges, and coastal flooding. Communities such as Marin City, Stinson Beach, and Sausalito face long-term risks of displacement, infrastructure loss, and erosion.

FLOODING

Flood risks are concentrated in low-lying and creek-adjacent areas, particularly in San Rafael, Corte Madera / Ross Valley, and Novato. Heavy rainfall, king tides, and storm surges can lead to infrastructure damage and residential flooding, compounded by climate-driven sea level rise.

DROUGHT

Multi-year droughts reduce water availability, increase wildfire risk, and strain ecosystems. Marin's reliance on limited reservoirs and imported water sources increases sensitivity to prolonged dry periods.





LAND SUBSIDENCE

Localized subsidence from groundwater withdrawal, soil compaction, or past land uses may damage roads, foundations, and utilities, and increase flood vulnerability in low-lying areas.

SEVERE WEATHER – EXTREME HEAT

Inland areas of Marin are subject to heatwaves that can affect vulnerable populations, increase energy demand, and worsen wildfire and drought conditions. Frequency and intensity are expected to increase due to climate change.

SEVERE WEATHER – WIND AND TORNADO

Seasonal winds cause tree falls, power outages, and structural damage. Offshore dry winds significantly elevate wildfire risk. Tornadoes are rare but possible.

TSUNAMIS

Coastal and bayfront communities are at risk from tsunamis generated by offshore seismic events. Impacts could include rapid inundation, evacuation requirements, and damage to marinas and coastal infrastructure.



■ **Technological or Human-Caused Hazards**

POWER OUTAGES AND PUBLIC SAFETY POWER SHUTOFFS (PSPS)

Outages, whether planned PSPS events or caused by infrastructure failure and weather, disrupt emergency services, medical care, and communications, disproportionately affecting vulnerable populations.

DAM FAILURE

Failure of one of Marin's dams, though unlikely, could result in catastrophic downstream flooding with severe impacts to life safety, homes, and critical infrastructure.

LEVEE FAILURE

Marin's levee systems protect low-lying areas from tidal and storm flooding. A breach could lead to rapid flooding of neighborhoods, farmland, and transportation corridors.

HAZARDOUS MATERIALS INCIDENTS

With major highways, rail corridors, and waterways, Marin is vulnerable to hazmat spills from transportation, industry, or illegal dumping. Incidents can threaten public health, ecosystems, and water quality.

CYBERSECURITY THREATS

Cyberattacks on public and private networks pose growing risks to emergency communications, healthcare, finance, and utilities, potentially disrupting essential services during an incident.

TERRORISM AND ACTS OF MASS VIOLENCE

Potential threats include active shooter incidents, infrastructure sabotage, and other forms of terrorism. High-profile locations and public gatherings are particularly at risk.

CIVIL DISTURBANCES AND PROTESTS

Public demonstrations may escalate into disturbances that strain public safety and emergency management resources. Planning includes safe crowd management and continuity of critical services.



PUBLIC HEALTH EMERGENCIES (PANDEMICS AND DISEASE OUTBREAKS)

The COVID-19 pandemic demonstrated the potential scale of public health crises. Future outbreaks may strain healthcare systems, disrupt workforces, and require coordinated public health measures.

TRANSPORTATION INCIDENTS

Marin's highways, bridges, ferries, and rail lines are vulnerable to accidents, mass casualty incidents, and service disruptions, requiring contingency planning for mobility and public safety.

■ Climate Considerations

Climate change is a multiplier threat that is intensifying the frequency, severity, and unpredictability of hazards in Marin County. Rising global temperatures, shifting precipitation patterns, sea level rise, and prolonged droughts are already reshaping the risk landscape. The County recognizes that climate change does not create entirely new hazards but amplifies existing threats such as wildfires, flooding, drought, sea level rise, extreme heat, and severe storms. These compounding events can create cascading consequences, stretching and over-utilizing emergency response capabilities and requiring new approaches to resilience and preparedness.

The EOP and LHMP incorporate climate considerations into all phases of emergency management: preparedness, response, recovery, and mitigation. This ensures that Marin not only responds to today's emergencies but also builds capacity to anticipate and adapt to new challenges.

ANTICIPATED CLIMATE-DRIVEN IMPACTS

- **Storms and Flooding:** More frequent and intense atmospheric rivers and winter storms increase the likelihood of flash flooding, landslides, coastal inundation, and power disruptions.
- **Wildfire:** Rising temperatures, prolonged drought, and changing vegetation patterns expand the length and severity of wildfire season.
- **Extreme Heat:** Inland areas are expected to face longer, hotter, and more dangerous heatwaves, with elevated risks for older adults, children, outdoor workers, and those without access to cooling.
- **Sea Level Rise:** Coastal and bayfront communities face incremental but unavoidable risks of chronic tidal flooding, storm surge, and erosion, threatening housing, infrastructure, and livelihoods.
- **Public Health:** Shifting climate conditions exacerbate air quality hazards (e.g., wildfire smoke, ozone levels), vector-borne diseases, and heat-related illnesses.



RECOMMENDATIONS FOR CLIMATE-INFORMED EMERGENCY MANAGEMENT

1. Enhanced Forecasting, Strong Communications, and Early Action

- Expand partnerships with the National Weather Service, California Department of Water Resources, and regional climate scientists to integrate climate forecasts into emergency planning.
- Develop forward-leaning triggers (e.g., activating cooling centers when multi-day extreme heat is forecast, pre-positioning sandbags before atmospheric river events).
- Enhance situational awareness tools, such as real-time weather dashboards and predictive modeling, to support proactive decision-making.

2. Storm Preparedness

- Strengthen storm readiness through pre-staging flood response equipment, sustaining the readiness of levees and drainage systems, and coordinating debris clearance.
- Identify and protect critical infrastructure at risk from flooding and erosion.
- Expand community outreach campaigns that provide residents with early warning, preparedness checklists, and resource distribution locations.

3. Extreme Heat Adaptation

- Formalize cooling center networks, prioritizing locations near vulnerable populations and ensuring accessibility for individuals with access and functional needs (AFN).
- Expand public communication campaigns in multiple languages to encourage hydration, cooling practices, and neighbor check-ins during heatwaves.
- Integrate extreme heat response triggers into public health and emergency operations protocols.

4. Wildfire Resilience

- Continue fuel management, defensible space, and vegetation treatment programs in the wildland-urban interface (WUI).
- Expand pre-fire evacuation planning, including accessible transportation and communications for AFN populations.
- Integrate wildfire smoke events into public health and shelter planning by providing clean air spaces with backup power.

5. Sea Level Rise and Coastal Hazards

- Partner with cities, towns, and special districts to plan for adaptation, flood barriers, and infrastructure upgrades in coastal and low-lying areas.
- Incorporate sea level rise modeling into land use, transportation, and housing planning to prevent further development in high-risk zones.





6. Resilient Infrastructure and Services

- Harden critical infrastructure, such as power, water, communications, and transportation systems, against multi-hazard climate risks.
- Invest in microgrids, renewable energy, and redundant systems to ensure continuity of operations during prolonged outages.
- Integrate green infrastructure solutions (wetlands, permeable surfaces, tree canopies) to mitigate flooding, heat, and erosion impacts.

7. Whole-Community Engagement

- Partner with community-based organizations, neighborhood response teams, and vulnerable population advocates to ensure equitable access to preparedness resources.
- Prioritize outreach and planning with communities most affected by climate change, including low-income households, coastal communities, and older adults.
- Incorporate climate resilience into public education campaigns, training, and exercises.

COMMITMENT TO CLIMATE RESILIENCE

Marin County is committed to leaning forward in its emergency planning and operations by integrating climate science, forward-looking triggers, and adaptive strategies. Through proactive measures, such as pre-staging resources, expanding public communication, and building resilient infrastructure, the County will reduce the risk of being caught off guard by intensifying storms, heatwaves, wildfires, and other climate-driven hazards.

The inclusion of climate considerations within the EOP ensures that Marin County will remain adaptable, scalable, and prepared to safeguard its residents, visitors, and the broader Bay Area against the evolving impacts of climate change.



■ **Marin County's Local Hazard Mitigation Plan (LHMP)**

The LHMP provides a comprehensive assessment of hazards that pose a risk to Marin County, including wildfires, floods, earthquakes, severe storms, drought, sea level rise, extreme heat, and other hazards identified through risk analysis and stakeholder engagement. The plan establishes goals, objectives, and actions that reduce these risks over time. It also provides the framework for:

- Guiding local land use and development policies to limit exposure in hazard-prone areas.
- Identifying and prioritizing mitigation projects that protect lives, property, and critical infrastructure.
- Reducing disaster-related costs by preventing or minimizing damage before emergencies occur.
- Protecting environmental resources and cultural assets that are essential to Marin's identity and economy.
- Supporting grant applications and eligibility for federal and state mitigation funding, such as FEMA's Hazard Mitigation Assistance programs.

■ **Integration with Emergency Operations and Countywide Planning**

While the LHMP is a standalone planning document, its findings and strategies directly inform this Emergency Operations Plan (EOP) and other County initiatives, including climate adaptation planning, capital improvement programs, and departmental Continuity of Operations (COOP) planning. Mitigation projects identified in the MJHMP, such as vegetation management, flood control projects, seismic retrofits, and infrastructure hardening, contribute to reducing the operational burden on the Emergency Operations Center (EOC) during response.

■ **Ongoing Commitment to Mitigation**

Marin County is committed to embedding mitigation into day-to-day operations and long-term decision-making. Each participating jurisdiction and agency in the MJHMP maintains responsibility for implementing projects identified within their scope. OEM monitors progress, coordinates updates, and ensures alignment across jurisdictions. Public engagement remains an essential element, with opportunities for residents and stakeholders to contribute to both the MJHMP update cycle and project implementation.





■ Mitigation Outcomes

The collective impact of mitigation efforts reduces liability exposure, lowers recovery costs, and strengthens continuity of essential services. By proactively addressing known risks, Marin County minimizes disruptions to communities, supports economic stability, and protects critical facilities and natural resources.

■ Hazard Type, Extent, and Likelihood

Marin County faces a diverse range of natural hazards that vary in likelihood, geographic extent, and severity. The 2024 Multi-Jurisdictional Hazard Mitigation Plan identifies hazards influenced by both geologic and climate-driven factors. While some events, such as earthquakes and tsunamis, are rare but potentially catastrophic, others like drought, flooding, and wildfire are more frequent and increasingly intensified by climate change. The County's geography, coastal, mountainous, and urban-wildland interface, further amplifies these risks.

High-significance hazards for Marin include earthquakes, drought, sea level rise, tsunami, wildfire, and levee failure, all of which have the potential to cause widespread disruption and long-term impacts. Medium-significance hazards such as dam failure, flooding, landslides, and severe weather events still present serious threats, particularly when combined with climate change influences that heighten frequency and intensity.

In sum, Marin County must remain vigilant across a spectrum of hazards, balancing readiness for low-probability but catastrophic events with sustained preparedness for more frequent climate-driven emergencies. This hazard awareness underpins the County's ongoing efforts to plan, mitigate, and build resilience for its residents, workers, and visitors.



HAZARD CHART

Hazard	Probability/ Likelihood of Future Events	Geographic Extent	Magnitude/ Severity	Climate Change Influence	Significance	Risk Score
Dam Failure	Unlikely	Negligible	Extreme	Low	Medium	9.00
Debris Flow, Erosion, Landslide, Post-Fire Debris Flow	Occasional	Extensive	Severe	Medium	Medium	13.00
Drought	Highly Likely	Extensive	Moderate	High	High	16.00
Earthquake	Highly Likely	Extensive	Extreme	None	High	15.00
Flooding	Highly Likely	Limited	Severe	High	Medium	14.00
Land Subsidence	Occasional	Limited	Moderate	Medium	Medium	10.00
Levee Failure	Unlikely	Negligible	Moderate	Medium	High	9.00
Sea Level Rise	Highly Likely	Limited	Extreme	High	High	16.00
Severe Weather – Extreme Heat	Highly Likely	Extensive	Moderate	High	Medium	15.00
Severe Weather – Wind, Tornado	Highly Likely	Extensive	Moderate	High	Medium	15.00
Tsunami	Highly Likely	Limited	Extreme	Medium	High	15.00
Wildfire	Highly Likely	Significant	Severe	High	High	16.00

HAZARD ASSESSMENT AND APPLICATION OF THE EOP

The Marin County EOP applies to all hazards and threats, whether natural, technological, or human-caused, that may impact the County. It serves as the guiding framework for:

- Catastrophic disasters requiring multi-jurisdictional and regional coordination.
- Emerging or novel threats that require adaptive and scalable response strategies.
- Smaller-scale emergencies that necessitate strong coordination between agencies.
- Incidents requiring emergency powers, such as proclamations of a local emergency.

By applying an all-hazards, whole-community approach, this plan ensures that Marin County can respond effectively across the full spectrum of incidents, balancing the need for rapid action with the principles of equity, inclusion, and accessibility.



■ Chapter 5: Capability Assessment

Mitigation is a cornerstone of Marin County’s comprehensive approach to emergency management. It encompasses sustained actions taken to reduce or eliminate long-term risk to people, property, the environment, and the economy from hazards and disasters. By investing in mitigation, Marin County strengthens community resilience, reduces vulnerability, and lowers the future costs of response and recovery.

The County’s mitigation efforts are guided by the Marin County Multi-Jurisdictional Hazard Mitigation Plan (MJHMP), which is updated on a five-year cycle in compliance with the Disaster Mitigation Act of 2000. The most recent MJHMP was approved in 2024 and serves as the foundational planning document for identifying and prioritizing mitigation projects across the Operational Area. The MJHMP was developed in coordination with County departments, all incorporated cities and towns, special districts, community-based organizations, and the public. This collective approach ensures that mitigation strategies reflect the unique risks and needs of Marin’s diverse communities.

■ Capability Assessment

The Marin County Sheriff’s, Fire (inclusive of OEM), Public Works, and Health and Human Services Departments are jointly responsible for coordinating mitigation, preparedness, response, and recovery efforts for the Operational Area. OEM maintains a state of readiness while pursuing continuous improvement through the development of plans, training, exercises, and collaborative programs with partners across the County. OEM serves as the central coordinating body for emergency management, ensuring that the County has the capability to respond effectively to all hazards.

OFFICE OF EMERGENCY MANAGEMENT CAPABILITIES

- **Planning and Policy Development:** OEM leads the development and maintenance of emergency operations plans, hazard mitigation plans, hazard-specific annexes, and operational procedures. Plans are regularly reviewed and updated to reflect current laws, emerging hazards, and lessons learned from real-world incidents and exercises.
- **Training and Exercises:** OEM develops, delivers, and evaluates training for County staff, operational area partners, and community organizations. Through a comprehensive exercise program, OEM tests and validates emergency plans, EOC operations, and interagency coordination, ensuring that lessons learned are integrated into future operations.
- **Alert and Warning Program:** OEM oversees the County’s Alert and Warning Program, serving as the program administrator for AlertMarin, the County’s primary emergency notification system. OEM ensures that AlertMarin remains operational, accessible, and integrated with state and federal alerting systems. OEM coordinates with partner agencies to maintain message consistency, ensures compliance with state requirements such as AB 1638, and develops policies, training, and exercises to maintain program readiness.



- **Operational Area Coordination:** OEM manages the coordination of information and resources between the County, incorporated cities and towns, special districts, private sector partners, and the State of California. This includes establishing and maintaining procedures for resource requests, situation reporting, and mutual aid integration.
- **Community Preparedness and Outreach:** OEM provides preparedness programming to the community through ReadyMarin and other outreach campaigns, engaging residents, businesses, and community-based organizations in readiness initiatives.
- **Emergency Resources and Logistics:** OEM has direct access to a County disaster warehouse stocked with emergency supplies and equipment to support field operations, shelters, points of distribution, and other response missions. Proactive contracts with vendors are maintained to expedite procurement of additional goods and services during an incident. OEM also coordinates with the County's logistics systems to ensure just-in-time delivery of critical resources.
- **Mutual Aid and Regional Support:** OEM has access to mutual aid systems through the Emergency Managers Mutual Aid (EMMA) program, regional mutual aid agreements, and strong operational partnerships with neighboring counties. These mechanisms expand local capacity by ensuring additional personnel, equipment, and expertise can be mobilized rapidly.

MARIN COUNTY FIRE CAPABILITIES

- **All-Hazards Incident Response:** Marin County Fire provides fire suppression, emergency medical response, technical rescue, hazardous materials response, and wildland fire operations across its service areas. The Department maintains trained personnel and specialized equipment to respond to structural fires, vegetation fires, medical emergencies, rescues, and hazardous materials incidents.
- **Incident Command and Field Operations:** Fire personnel routinely serve in Incident Command System (ICS) leadership roles and provide Incident Command Posts (ICPs) for complex emergencies. The Department supports Unified Command with law enforcement, public health, public works, and other agencies as appropriate.
- **Wildland Fire Preparedness and Mitigation:** Marin County Fire implements vegetation management programs, defensible space inspections, fire prevention inspections, and public education initiatives to reduce wildfire risk. The Department coordinates closely with state and federal partners during large-scale wildland incidents.
- **Hazardous Materials Response:** The Department maintains hazardous materials response capability to assess, contain, and mitigate chemical releases or other hazardous substance incidents, coordinating with environmental health and state agencies as required.
- **Emergency Command, Communications, and Dispatch:** Through its secondary public safety answering point (PSAP) / command and control center, the Fire Department's Emergency Command Center provides 9-1-1 call-taking and dispatch services for multiple fire and EMS agencies. This capability ensures coordinated field response and real-time situational awareness during incidents.



- **Mutual Aid Integration:** Marin County Fire participates in California's Fire and Rescue Mutual Aid System, enabling rapid mobilization of strike teams and task forces both within and outside the Operational Area.

MARIN COUNTY SHERIFF CAPABILITIES

- **Law Enforcement and Public Safety:** The Marin County Sheriff provides law enforcement services including patrol, investigations, detention services, and court security. During emergencies, the Sheriff's Office supports perimeter control, evacuation operations, re-entry management, and public safety security functions.
- **Evacuation and Access Control:** The Sheriff's Office coordinates evacuation warnings and orders in collaboration with Fire, OEM, and municipal law enforcement agencies. Deputies manage traffic control points, road closures, and restricted access areas to ensure life safety and responder access.
- **Search and Rescue (SAR):** The Sheriff oversees Search and Rescue operations within the County, including specialized teams capable of wilderness, technical, and disaster search operations. SAR resources may be deployed locally or through mutual aid.
- **Emergency Communications and Dispatch:** Through its communications center, the Sheriff's Office provides 9-1-1 call-taking and dispatch services for multiple agencies. This capability ensures coordinated field response and real-time situational awareness during incidents.
- **Correctional Facility Operations and Continuity:** The Sheriff maintains continuity plans for detention facilities to ensure safety, security, and continuity of operations during disasters.

PUBLIC WORKS CAPABILITIES

- **Infrastructure Assessment and Repair:** Marin County Public Works assesses and restores County-maintained roads, bridges, drainage systems, and other public infrastructure following disasters. Crews conduct damage assessments and coordinate emergency repairs to restore access and essential services.
- **Debris Management:** Public Works leads debris clearance and removal operations on County-maintained roadways and facilities, coordinating with state and federal partners for large-scale debris operations.
- **Flood Control and Storm Response:** The Department maintains stormwater systems and flood control infrastructure and deploys personnel and equipment during heavy rain and flood events to reduce impacts to communities.
- **Engineering and Technical Support:** Public Works provides engineering expertise to support incident stabilization, damage assessments, cost estimation, and recovery documentation, including support for state and federal reimbursement programs.
- **Facilities Support and Utilities Coordination:** The Department supports County facilities and coordinates with utility providers to restore critical services such as water, wastewater, and power.



OFFICE OF THE COUNTY EXECUTIVE – COMMUNICATIONS CAPABILITIES

- **Emergency Public Information and Messaging:** The Office of the County Executive (OCE) – Communications coordinates countywide public information during emergencies in alignment with SEMS and NIMS Public Information Officer (PIO) functions. This includes the development and dissemination of timely, accurate, and accessible information to the public and media.
- **Joint Information System (JIS) Coordination:** OCE Communications supports or leads Joint Information System (JIS) operations and participates in Joint Information Center (JIC) activations during significant incidents, ensuring consistent messaging across County departments and partner agencies.
- **Media Relations and Briefings:** OCE Communications coordinates press releases, media briefings, and public statements from County leadership. This ensures unified messaging and supports transparency and public trust during emergencies.
- **Digital and Multilingual Communications:** The Office manages County websites, social media platforms, and digital communication channels to disseminate emergency information. Communications are developed to meet accessibility standards and, when possible, are translated to serve Marin's diverse communities.
- **Crisis Communications Planning and Preparedness:** OCE Communications collaborates with OEM and operational departments to develop crisis communications plans, conduct message development exercises, and maintain readiness for rapid information dissemination during incidents.

MARIN COUNTY HEALTH AND HUMAN SERVICES CAPABILITIES

- **Public Health Emergency Response:** Marin County Health and Human Services (HHS) leads public health preparedness, response, and recovery efforts for communicable disease outbreaks, pandemics, environmental health emergencies, and other public health threats. HHS coordinates disease surveillance, epidemiological investigations, laboratory coordination, isolation and quarantine measures, and public health orders as authorized by law.
- **Medical and Health Coordination (Operational Area MHOAC Support):** HHS supports the Operational Area Medical and Health Operational Area Coordinator (MHOAC) function, coordinating healthcare system status, medical surge capacity, hospital and skilled nursing facility coordination, and resource requests through the California Medical and Health Mutual Aid System.
- **Mass Prophylaxis and Vaccination:** The Department maintains plans and operational capability for mass dispensing of medications and vaccines, including the establishment and operation of Points of Dispensing (PODs). HHS coordinates staffing, logistics, and public information for large-scale public health interventions.
- **Behavioral Health Services:** HHS provides crisis counseling, behavioral health surge support, and long-term recovery services following disasters. Behavioral health professionals support shelters, family assistance centers, and community recovery efforts to address trauma and stress-related impacts.



- **Environmental Health and Hazard Assessment:** (Jointly with Community Development) Environmental Health Services assesses and mitigates public health risks associated with hazardous materials releases, unsafe food and water conditions, debris impacts, vector control concerns, and post-disaster sanitation issues. The Department coordinates closely with Fire, Public Works, and state agencies on environmental health impacts.
- **Social Services and Disaster Assistance Programs:** HHS administers social service programs that support vulnerable populations before, during, and after disasters. This includes coordination of emergency shelter support services, disaster CalFresh, emergency child and adult protective services considerations, and linkage to state and federal disaster assistance programs.
- **Access and Functional Needs (AFN) Integration:** HHS supports planning and operational integration of individuals with access and functional needs into emergency response and sheltering operations. The Department collaborates with OEM, community-based organizations, and healthcare partners to ensure services are accessible, equitable, and compliant with applicable laws.
- **Long-Term Recovery and Community Resilience:** HHS contributes to long-term recovery planning by coordinating health, behavioral health, and human services programs that support community stabilization and resilience following disasters.

EMERGENCY OPERATIONS CENTER (EOC) CAPABILITIES

The Marin County EOC provides a centralized facility for managing and coordinating multiagency response during incidents that exceed routine departmental response capabilities. The EOC is organized under a modified National Incident Management System (NIMS) and Standardized Emergency Management System (SEMS) structure tailored to Marin County. Key capabilities include:

- **Incident Coordination:** The EOC integrates information from field Incident Command Posts (ICPs), local government Emergency Operations Centers (EOCs), and Department Operations Centers (DOCs), ensuring situational awareness and coordinated action across the Operational Area.
- **Action Planning:** The EOC develops Emergency Action Plans (EAPs) that establish operational priorities, objectives, strategies, and tasks for each operational period, ensuring alignment with field Incident Action Plans (IAPs).
- **Resource Management:** The EOC tracks, prioritizes, and fulfills resource requests from cities, towns, special districts, and County departments. Requests are coordinated first within the Operational Area before being escalated to Cal OES or through statewide mutual aid systems.
- **Information Management:** The Planning Section produces Situation Reports, Incident Status Summaries, and other information products that provide decision-makers with an accurate and timely operational picture. These reports are also aligned with FEMA's Community Lifelines framework to capture impacts across all sectors of the community.



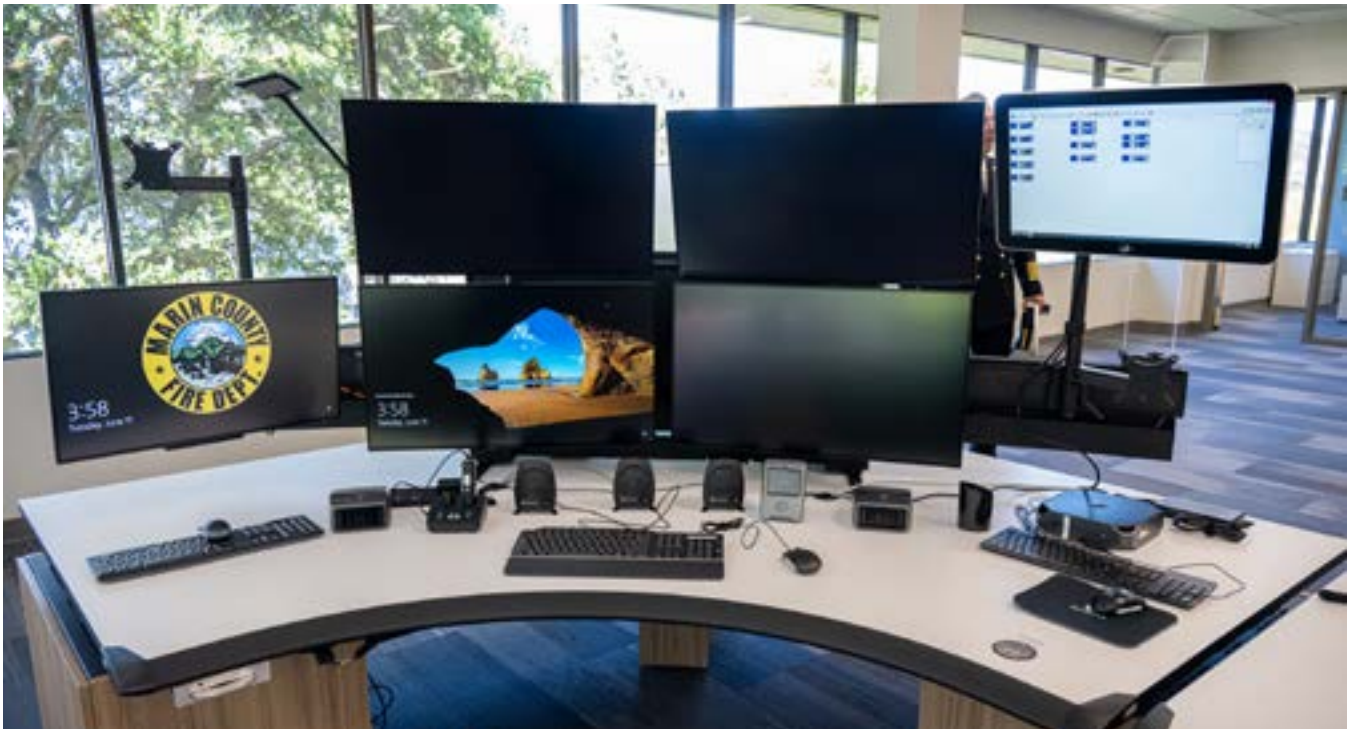
- **Continuity of Operations:** The EOC supports Continuity of Government (COG) and Continuity of Operations (COOP) planning and activation for County departments and the broader Operational Area. This ensures that essential government services continue, or are minimally disrupted, during and after emergencies.
- **Scalability and Sustainability:** The EOC is staffed to support both short-duration and long-duration activations. The facility and procedures are designed to scale up or down depending on the size and complexity of the incident, with provisions for staff rotation, sustained operations, and continuity support.

COUNTYWIDE CAPABILITIES

The Departments and Offices of the County of Marin, incorporated cities and towns, and special districts are responsible for developing and maintaining COG and COOP plans. These plans identify essential functions, lines of succession, and alternate facilities to ensure continuity of services. Collectively, these agencies contribute specialized skills, personnel, equipment, facilities, and critical services that enhance the County's overall response capability.

CAPABILITY STATEMENT

Taken together, these capabilities ensure that the County of Marin has the capacity to perform the emergency response requirements outlined in this Emergency Operations Plan. Through continuous planning, training, exercising, resource management, and regional coordination, Marin County sustains and strengthens its readiness to protect lives, property, the environment, and the economy in the face of emergencies and disasters.



■ **Chapter 6: Prevention Phase Overview**

■ **EOC Role in Prevention Activities**

Prevention, as defined by the U.S. Department of Homeland Security (DHS) and the Federal Emergency Management Agency (FEMA), includes the capabilities necessary to avoid, prevent, or stop a threatened or actual act of terrorism or other intentional hazard. In Marin County, prevention is not only a law enforcement or homeland security responsibility; it is a whole community effort that also involves public health, critical infrastructure partners, schools, and the private sector.

Much of prevention takes place daily through routine operations, such as law enforcement patrols, community suspicious activity reporting, and protective measures by schools and utilities. However, when prevention activities escalate or when credible threats are detected that require multiagency coordination and emergency actions, the Emergency Operations Center (EOC) may be activated. In these cases, the EOC provides a countywide structure for prioritizing resources, ensuring cross-agency communication, and aligning prevention missions with the County's emergency management framework.

ROLES OF THE EOC SECTIONS

Planning Section – Intelligence Gathering and Threat Assessment

The Planning Section is the focal point for intelligence integration during prevention operations. Working closely with the Sheriff's Office, local police departments, regional intelligence centers, and state/federal partners, the Planning Section gathers, evaluates, and synthesizes intelligence and suspicious activity reports. These products are translated into Threat Assessment Summaries and included in Situation Reports (SitReps) for decision-makers. The Planning Section ensures that prevention objectives are captured in the EOC Action Plan (EOC-AP) so that intelligence directly informs operational priorities.

Operations Section – Tasking and Field Coordination

The Operations Section ensures that prevention missions identified in the EOC-AP are carried out. This may include coordinating with law enforcement to secure critical infrastructure, assigning missions to County departments, or working with the Deputy Manager for Field Operations to connect Incident Command Posts (ICPs) to the EOC for tactical support. The Operations Section provides a bridge between countywide priorities and on-the-ground activities, ensuring field actions are properly resourced and sustained.

Logistics and Finance Sections – Resource Support and Accountability

The Logistics Section acquires, stages, and tracks resources needed for prevention missions, which may include detection technology, communications systems, or protective equipment. The Finance Section documents all costs, manages emergency procurement, and ensures that expenditures are compliant with state and federal reimbursement guidelines. Together, these sections sustain prevention operations and provide transparency for resource use.



Management Section and Policy Group – Strategic Oversight

The Management Section provides strategic oversight for prevention operations, ensuring that intelligence is appropriately safeguarded, decisions are coordinated with the Policy Group, and public messaging balances transparency with operational security. When necessary, the Policy Group coordinates with state and federal policy bodies through the Multiagency Coordination Group.

Public Information and Community Engagement

The EOC Public Information Officer (PIO) works within the EOC to deliver timely and accurate risk communication to the public. When prevention operations require community action, such as reporting suspicious activity, avoiding certain areas, or adhering to temporary closures, the PIO ensures messaging is multilingual, accessible, and distributed through trusted channels. The EOC also partners with the Voluntary Organizations Active in Disaster (VOAD), Business Emergency Operations Center (BEOC), and community-based organizations to maintain situational awareness and promote prevention campaigns such as “If You See Something, Say Something®.”



Activation Triggers for Prevention Activities

While prevention occurs daily, EOC activation may be necessary when:

- A credible or imminent threat is identified requiring countywide coordination beyond routine operations.
- Significant public health and/or public safety risk.
- Critical infrastructure, mass gatherings, or essential government facilities are at risk and need additional protective measures.
- Intelligence suggests a potential act of terrorism or intentional hazard that could escalate into an incident requiring emergency response.

When activated, the EOC ensures prevention is integrated into SEMS/NIMS structures, allowing for a seamless transition into response operations if a threat materializes.



EOC PREVENTION ROLES AND TASKS

EOC Section	Prevention Role	Examples of Tasks
Management Section	Provides policy direction, ensures information security, and coordinates with Policy Group and external partners.	• Authorize protective measures and countywide priorities. • Coordinate with local, state, and federal policy groups. • Approve public messaging related to prevention operations.
Planning Section	Gathers intelligence, conducts threat assessments, and integrates prevention priorities into the EOC-AP.	• Collect and analyze intelligence from law enforcement and federal partners. • Develop Threat Assessment Summaries and SitReps. • Capture prevention objectives in the EOC-AP.
Operations Section	Tasks agencies and supports tactical coordination for prevention missions.	• Assign missions to County departments (e.g., security for facilities). • Coordinate with Deputy Manager for Field Operations to link ICPs with the EOC. • Monitor and support field prevention actions.
Logistics Section	Provides resource and logistical support.	• Procure detection equipment, communications assets, or protective gear. • Stage resources for rapid deployment. • Track resource allocation and sustainment.
Finance and Administration Section	Tracks costs and ensures compliance.	• Document personnel time and equipment use. • Establish contracts for rapid procurement. • Ensure expenditures are reimbursable.



EOC Section	Prevention Role	Examples of Tasks
Public Information Officer (PIO)	Coordinates public messaging and community awareness.	• Release advisories about threats or protective measures. • Provide multilingual and accessible communications. • Balance transparency with operational security.
Liaisons (VOAD, BEOC, AFN, etc.)	Integrates whole community partners.	• Share threat information with businesses, nonprofits, and schools. • Encourage community suspicious activity reporting. • Coordinate protective actions with utilities and partners.

CORE OBJECTIVES RELATED TO PREVENTION

Prevention is a continuous effort carried out daily across Marin County. The EOC's role is to elevate and coordinate these activities when threats reach a level that demands unified action. By integrating intelligence gathering, operational tasking, resource support, and public engagement into the EOC's structure, Marin County ensures that prevention is not only proactive but also seamlessly connected to response and recovery operations if threats materialize.





Chapter 7: Planning Assumptions

The Marin County Emergency Operations Plan (EOP) is based on a set of planning assumptions that outline anticipated conditions, constraints, and considerations that may impact emergency management operations. These assumptions provide a foundation for emergency response and recovery efforts while acknowledging uncertainties inherent in disaster situations.

1. General Assumptions

- Emergencies and disasters may occur with little or no warning, requiring rapid mobilization of resources and coordination among response agencies; or may develop slowly over days or weeks like some public health emergencies.
- The entire county or region may be affected by a large-scale disaster, or impacts may be localized to specific jurisdictions, cities, or districts.
- All emergencies begin and end at the local level; cities, towns, and special districts will respond first within their jurisdiction before requesting mutual aid or support from the Marin County Office of Emergency Management (OEM).
- Marin County is the designated Operational Area (OA) under the Standardized Emergency Management System (SEMS) and is responsible for coordinating multi-jurisdictional response efforts.
- Emergency situations may require coordination with regional, state, and federal agencies, as well as private sector and nonprofit organizations.
- The private sector and community-based organizations (CBOs) play a critical role in emergency response and recovery, providing essential services, resources, and personnel support.

2. Community and Infrastructure Assumptions

- Transportation, communications, utilities, and other critical infrastructure may be disrupted due to physical damage, supply chain failures, or cyberattacks.
- Power outages, including Public Safety Power Shutoffs (PSPS), may last for extended periods, impacting medical facilities, emergency services, and residents reliant on electricity for medical needs.
- Road closures, bridge failures, and landslides may impede emergency response and evacuations, particularly in areas with limited access routes such as West Marin and the San Geronimo Valley.
- Mass care and sheltering operations may be necessary, requiring coordinated efforts between Marin County Health and Human Services (HHS), the American Red Cross (ARC), and local jurisdictions.
- Water supply and wastewater treatment systems may be compromised, affecting public health and sanitation services.



3. Public Preparedness and Behavioral Assumptions

- The public may be underprepared for disasters, with limited emergency supplies and/or evacuation plans.
- Tourists and transient populations may require special considerations, particularly in high-traffic areas such as Muir Woods, Point Reyes National Seashore, and ferry terminals.
- Social media and technology will play a major role in public communication, requiring emergency managers to leverage multiple platforms for alerts, notifications, and updates.
- Rumors and misinformation may spread rapidly, necessitating proactive messaging and coordination with media partners.

4. Access and Functional Needs (AFN) Considerations

- A significant portion of Marin County's population has access and functional needs (AFN), including individuals with disabilities, older adults, non-English speakers, those lacking transportation, and unaccompanied minors.
- Emergency communications must be accessible to all populations, including those who are deaf or hard of hearing, visually impaired, or have limited English proficiency.
- Transportation-dependent individuals will require assistance during evacuations, particularly those without personal vehicles or those who rely on public transit.
- Some individuals will require medical or personal assistance in shelters, including power for medical devices and refrigeration for medication.
- Evacuation shelters must accommodate service animals and household pets, as people may refuse to evacuate if their animals cannot be accommodated.



5. Emergency Response Assumptions

- First responders may be overwhelmed in a major disaster, requiring prioritization of life-saving missions and resource allocation.
- Local government resources may be exhausted within the first 72 hours, necessitating mutual aid, regional coordination, and potential state or federal assistance.
- The Emergency Operations Center (EOC) may be activated for prolonged periods, requiring staffing and resource management for extended operational periods.
- Mutual aid agreements with neighboring counties, the state, and federal agencies will be essential to supplement local response capabilities.

6. Recovery and Long-Term Considerations

- Recovery will be a long-term process, requiring sustained coordination, financial assistance, and community engagement.
- Businesses and economic sectors may take months or years to fully recover, affecting employment and local government revenues.
- Housing shortages may be exacerbated by a disaster, requiring temporary housing solutions for displaced residents.
- Psychosocial and mental health support will be critical, as disasters create long-lasting emotional and psychological impacts on affected communities.

These planning assumptions provide a baseline for emergency management efforts; however actual actions must be flexible and adaptive to the dynamic nature of disaster response and recovery.





■ **Chapter 8: Roles and Responsibilities of Operational Area Partners and County Agencies**

Emergency management in Marin County relies on the coordinated efforts of County departments, cities and towns, special districts, tribal governments, community organizations, the private sector, and state and federal partners. Each entity plays a distinct but interconnected role in supporting preparedness, response, recovery, and mitigation activities. This section defines the responsibilities of partners within the Marin County Operational Area (OA) and highlights how they integrate into the County's Emergency Operations Plan (EOP) framework.

■ **Emergency Communications and Dispatch**

All 9-1-1 calls in Marin County are routed through Public Safety Answering Points: the Marin County Sheriff's Office, California Highway Patrol, Novato, Fairfax and San Rafael Police Departments. Calls requiring fire or EMS are transferred to the Marin County Fire Department's Emergency Command Center (ECC), which provides centralized dispatch for all fire and EMS agencies. This structure ensures rapid and coordinated deployment of first responders across jurisdictions.

■ **Marin County Office of Emergency Management (OEM)**

OEM is responsible for countywide coordination of mitigation, preparedness, response, and recovery. Its mission is to equitably serve the community, protecting life, property, environment, and critical services through localized solutions and support. Key functions include: Administration of the Operational Area Duty Officer Program (24/7 situational awareness, field support, alerts and warnings).

- Readiness and operation of the Marin County Emergency Operations Center (EOC), including alternate and virtual capabilities.
- Coordination of incident management with local jurisdictions, state and federal agencies, and private/community partners.
- Leadership in planning, training, exercises, mitigation strategies, and long-term recovery.



■ **County Departments and Agencies**

PUBLIC SAFETY AND JUSTICE

- **Sheriff's Office:** Law enforcement leadership, search and rescue, evacuation coordination, perimeter security, and mutual aid requests.
- **Fire Department:** Fire suppression, rescue, hazardous materials response, and evacuation support.
- **District Attorney:** Investigation and prosecution of fraud, price gouging, and emergency-related crimes.
- **Probation:** Management of community-supervised individuals, ensuring continuity of services.
- **Public Defender:** Legal counsel for affected and vulnerable individuals.

HEALTH AND HUMAN SERVICES

- **Health and Human Services (HHS):** Public health protection, medical surge coordination, behavioral health, disaster case management, sheltering, and services for access and functional needs populations.
- **Child Support Services:** Continuity of family support programs and coordination with family reunification services.

GOVERNANCE AND POLICY

- **Board of Supervisors:** Policy leadership, ratification of emergency proclamations, and oversight of public communication.
- **County Executive's Office:** Serves as the Director of Emergency Services; leads interdepartmental coordination and policy group operations.
- **County Counsel:** Provides legal guidance on orders, liability, contracts, and public information.
- **Elections:** Ensures continuity of election operations, alternate voting sites, and public transparency.



INFRASTRUCTURE AND OPERATIONS

- **Public Works:** Debris management, flood control, road clearance, damage assessment, and infrastructure restoration.
- **Public Works – Procurement Division:** Manages emergency purchasing, vendor lists, and documentation for reimbursement.
- **Information Services and Technology (IST):** Maintains resilient communications and IT systems supporting the EOC and County functions.
- **Parks:** Provides staging areas, open space assessments, and natural resource recovery support.

FINANCE AND ADMINISTRATION

- **Finance:** Tracks expenditures, ensures compliance with FEMA/Cal OES documentation, and manages cost recovery.
- **Human Resources:** Coordinates disaster service workers (DSWs), workers compensation and injuries, staff accountability, and personnel support.
- **Retirement:** Maintains continuity of benefits for retirees and employees during disruptions.

COMMUNITY SUPPORT AND RECOVERY

- **Community Development Agency:** Provides for permitting, environmental health, and land use approvals.
- **Cultural Services:** Provides facilities for shelters, disaster assistance centers, and community recovery hubs.
- **Library Services:** Acts as a hub for public information, Wi-Fi, and sheltering (cooling/warming centers).
- **UC Cooperative Extension:** Supports agricultural resilience, education, and post-disaster recovery of crops and livestock.
- **Agriculture, Weights and Measures:** Protects crops and livestock, assesses agricultural damage, and monitors invasive species.
- **Assessor-Recorder-County Clerk:** Assesses property damage, maintains vital records, and supports continuity of government.



■ Cities, Towns, and Special Districts

Cities, towns, and special districts maintain their own EOPs and are responsible for managing incidents within their jurisdictions. They provide initial response, local resource management, and damage assessments, while coordinating with the Marin County EOC for additional support and mutual aid. Special districts, such as fire, water, and utilities, play a critical role in maintaining essential services during emergencies.

■ Affiliated Volunteer Groups

INTEGRATION OF VOLUNTEER FORCES INTO THE EOC RESPONSE STRUCTURE

Community-based volunteer organizations: including the Community Emergency Response Team (CERT), Marin Medical Reserve Corps (MMRC), and Marin County Sheriff's Search and Rescue (SAR), are critical force multipliers in disaster response. These organizations bring specialized skills, surge capacity, and local knowledge to support incident operations. To ensure safety, consistency, and liability protection, all volunteer assignments within the County of Marin's Emergency Operations Center (EOC) structure will comply with the **California Disaster Service Worker Volunteer Program (DSWVP)** requirements.

DISASTER SERVICE WORKER REQUIREMENTS

Under California Government Code §3100–3109, all public employees and registered volunteers may be declared **Disaster Service Workers (DSWs)** during emergencies. Key requirements include:

- **Oath of Loyalty:** All volunteers must have signed the loyalty oath as a condition of DSW registration.
- **Assignment Authority:** Once registered, DSW volunteers may be reassigned outside their normal roles to support emergency response, recovery, and continuity operations as determined by the EOC or requesting agency.
- **Just-In-Time Training:** Volunteers may receive “just-in-time” task-specific training upon assignment, ensuring readiness for mission-specific roles.
- **Safety and Documentation:** DSW volunteers are required to sign in/out, maintain an ICS 214 or digital activity log, and comply with all safety guidance including PPE requirements.
- **Workers' Compensation Protection:** Injuries or illnesses sustained during authorized DSW duties are covered under workers' compensation.



PRIVATE SECTOR

The private sector contributes to emergency management through business continuity planning, restoration of critical infrastructure, and logistical support. Utility companies and contractors often serve as critical partners in restoring power, water, telecommunications, and transportation. Businesses also support disaster recovery through donations, services, and workforce mobilization.

The private sector partners who are a part of the incident response will be brought into the EOC structure via one of two mechanisms: formally as a part of the EOC structure or separately via the ancillary Business Emergency Operations Center structure.



■ Volunteer and Community-Based Organizations

Voluntary organizations, including faith-based and nonprofit entities, enhance government response capacity by providing shelter, food, donations management, casework, and psychosocial support. Many are integrated under the Voluntary Organizations Active in Disaster (VOAD) structure to align with EOC operations.

■ Tribal Government

Federally recognized tribes in Marin County exercise sovereignty in emergency management within their jurisdictions. They coordinate with County, state, and federal partners to share information, request resources, and implement culturally appropriate emergency practices. If it is deemed that tribal governments may have jurisdiction, the County will work with the State of California's liaison for Tribal Affairs to support the joint response to the incident.



■ **State and Federal Agencies**

- **Cal OES** coordinates statewide mutual aid and provides disaster recovery assistance.
- **FEMA** delivers federal support, funding, and technical expertise following Presidential disaster declarations.
- Other state and federal agencies, including CHP, Cal Fire, and the U.S. Coast Guard, provide specialized operational support.

■ **Routine Emergencies and Public Safety Operations**

Routine emergencies are handled by first responders at the field level. Marin County is served by 12 law enforcement agencies, 17 fire agencies, and 6 paramedic authorities, which work daily to protect lives and property. These agencies are integrated into the countywide mutual aid system and scale seamlessly into disaster operations when required.



■ Transition from Daily Operations to EOC Responsibilities

While each agency and partner organization maintains critical operational responsibilities within their own jurisdiction or scope of service, these roles shift and expand during an Emergency Operations Center (EOC) activation. In the EOC, departments and agencies work in a unified, multi-disciplinary environment where their expertise is applied to strategic coordination, resource management, and situational awareness. This transition ensures that operational knowledge from the field is integrated into countywide decision-making, while also aligning with the priorities and objectives established in the EOC Action Plan. The following matrix outlines how each department's responsibilities are represented and integrated within the EOC structure to support effective response and recovery.

■ Incident Lead and Support Agency Matrix

The following matrix provides an overview of lead and supporting agencies responsible for a wide range of emergency incidents and hazards that could affect Marin County. It outlines which agency has primary responsibility for coordination and response, while also listing partner agencies that may provide specialized expertise, operational support, and resources. By clearly defining roles in advance, whether for wildfires, floods, earthquakes, public health crises, or cyber incidents, this framework ensures that all partners can work together effectively, avoid duplication, and maintain continuity of essential services during emergencies.

Incident / Hazard	Lead Agency	Supporting Agencies
Wildfire	Fire Department	Sheriff's Office (evacuations, security); Public Works (road access, debris); Health and Human Services (sheltering, medical/behavioral health); OEM (EOC coordination); Agriculture/Weights and Measures (livestock evacuation support); IS/T (communications support)
Flooding / Storms	Public Works	OEM; Sheriff's Office (evacuations, security); Fire Department (rescue, response); Health and Human Services (shelters, public health); Community Development Agency (damage assessments, permits); Parks (open space/levees); IS/T (infrastructure continuity)



Incident / Hazard	Lead Agency	Supporting Agencies
Earthquake	OEM	Public Works (infrastructure repair, debris removal); Fire Department (rescue, hazmat, suppression); Sheriff's Office (security, search/rescue); Health and Human Services (sheltering, medical); Community Development Agency (building safety); Finance (tracking expenditures); HR (DSW assignments)
Extreme Heat / Unhealthy Air	Health and Human Services	OEM (coordination, alerts); Library Services (cooling centers); Cultural Services (facility use); Parks (outdoor safety); Public Works (facility modifications); IS/T (communications); Sheriff's Office (security at centers)
Pandemic / Disease Outbreak	Health and Human Services – Public Health Division	OEM (coordination); Sheriff's Office (enforcement of orders if necessary); HR (workforce management/DSWs); IS/T (telework support); Finance (procurement, cost tracking); Library Services (public information hubs)
Hazardous Materials Spill / Release	Fire Department	Sheriff's Office (evacuations, perimeter control); Public Works (road/infrastructure support); Health and Human Services (public health monitoring); OEM (coordination, alerts); County Counsel (legal guidance); Agriculture/Weights and Measures (crop/soil monitoring if agricultural)
Mass Care Incident	Health and Human Services	OEM (coordination); Fire Department (rescue support); Public Works (facilities, staging areas); Cultural Services/Library Services (facilities); HR (staffing/DSWs); IS/T (communications systems)
Cybersecurity / IT Failure	Information Services and Technology	OEM (coordination); Sheriff's Office (if criminal in nature); County Counsel (legal); Finance (procurement of contractors); HR (staff continuity)
Dam Failure	OEM	Public Works (coordination); Sheriff's Office (evacuations, security); Fire Department (rescue); Health and Human Services (shelters, medical); Community Development Agency (building safety, permitting); Parks (watershed/open space impacts)



Transportation Accident (Air, Rail, Maritime, Highway)	Sheriff's Office	Fire Department (rescue, hazmat); Health and Human Services (medical/sheltering); Public Works (road clearing, debris); OEM (coordination with state/federal partners)
Civil Disturbance / Terrorism / Active Shooter	Sheriff's Office	OEM (coordination with cities/federal partners); Fire Department (EMS, rescue); Health and Human Services (behavioral health recovery); County Counsel/DA (legal enforcement); IS/T (communications continuity)
Drought / Water Shortage	Agriculture, Weights and Measures (ag impacts) and Public Works (infrastructure)	OEM (coordination); Health and Human Services (public health, vulnerable populations); Parks (water conservation/open space impacts); UC Cooperative Extension (technical expertise); Sheriff's Office (security if needed)
Public Information / Warning Emergency	OEM	All departments support with subject-matter expertise; IS/T (systems support); Health and Human Services (translations, accessibility); Sheriff's Office and Fire Department (field updates)
Recovery Operations (All Hazards)	OEM	Finance (cost recovery, procurement); Community Development Agency (rebuilding, permitting, mitigation); Health and Human Services (long-term support, disaster case management); HR (workforce continuity); All County departments provide recovery input



■ Department Roles and Responsibilities within the EOC

This matrix outlines the roles and responsibilities of County departments within the Incident Command System (ICS) structure during emergency operations. It highlights how each department contributes across the five key functional areas, Management, Operations, Planning/Intelligence, Logistics, and Finance/Administration. By assigning clear functions, such as resource coordination, legal support, infrastructure assessments, and cost recovery, the chart ensures accountability and effective integration of services. This structured approach enables the County to maintain continuity of government, safeguard critical operations, and support community recovery in a coordinated and efficient manner.

Department	Management	Operations	Planning / Intelligence	Logistics	Finance / Administration
Board of Supervisors	Ratify emergency proclamations; policy leadership; continuity of governance	–	–	–	Approves emergency expenditures and budget reallocations
County Executive / Policy Group	Director of Emergency Services; overall strategy and interagency coordination	–	–	–	Approves major expenditures; ensures accountability
Office of Emergency Management	Assistant Director of Emergency Services; EOC management and coordination	Operational Area coordination; information sharing	Situation status reports; EOC Action Plan development; damage assessments integration	Mutual aid coordination; resource tracking	Documentation; recovery coordination; cost recovery reporting
Agriculture, Weights and Measures	–	Crop/livestock protection; invasive species monitoring	Agricultural damage assessments	–	Support documentation of agricultural losses



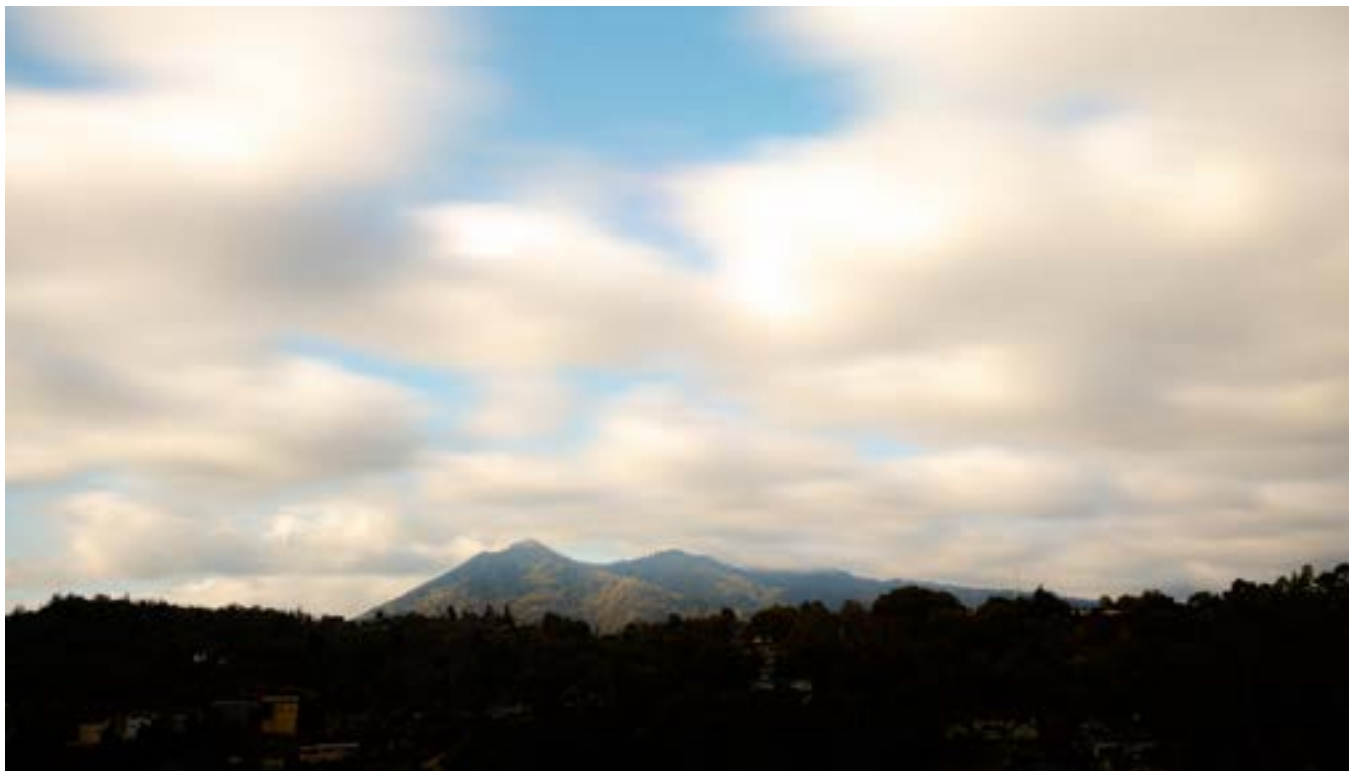
Department	Management	Operations	Planning / Intelligence	Logistics	Finance / Administration
Assessor, Recorder, County Clerk	–	Continuity of vital records and elections	Property and infrastructure damage records	–	Tax adjustments; record-keeping for cost recovery
Child Support Services	–	Continuity of family support services	–	–	Support client case management in emergencies
Community Development Agency	–	Building safety inspections; emergency permitting	Long-term recovery planning; hazard mitigation analysis	–	Cost documentation related to permitting/recovery
County Counsel	Legal advice on proclamations, orders, contracts, liability	–	–	–	Legal review of finance/procurement activities
Cultural Services	–	Provide facilities for shelters, recovery centers, info hubs	–	Facility support	–
District Attorney	–	Enforcement of disaster-related crimes (fraud, price gouging)	–	–	–
Elections	–	Continuity of voting operations	Alternate voting plans	–	Documentation of election expenditures
Finance	–	–	–	–	Disaster expenditure tracking, procurement approvals, cost recovery



Department	Management	Operations	Planning / Intelligence	Logistics	Finance / Administration
Fire Department	–	Fire suppression, rescue, hazmat, evacuation	Intelligence gathering and advanced planning	–	Cost tracking of emergency operations
Health and Human Services	–	Public health/ medical surge; shelter and care for vulnerable populations; behavioral health	Epidemiological surveillance; case management data	Staff and supply support for medical/ sheltering operations	Cost recovery for public health and human services
Human Resources	–	Disaster Service Worker (DSW) coordination	–	Personnel support and tracking	Payroll, benefits, and workers' comp
Information Services and Technology	–	Maintain IT/ communications	Situational data systems	Support IT/EOC systems; ensure redundancy	Track IT recovery costs
Library Services	–	Community hubs; warming/cooling centers	Support public information	–	–
Parks	–	Open space assessment; staging areas	–	Facility/ equipment support	–
Sheriff's Office	–	Law enforcement, evacuation, search and rescue, perimeter control	Intelligence gathering and advanced planning	–	Law enforcement mutual aid documentation
Probation	–	Continuity of supervision and custody-related responsibilities	–	–	–



Department	Management	Operations	Planning / Intelligence	Logistics	Finance / Administration
Public Defender	–	Legal representation for impacted individuals	–	–	–
Public Works	–	Debris removal, road clearing, flood response, infrastructure repair	Infrastructure damage assessments	Emergency repairs; equipment staging	Contract and cost documentation
DOF Procurement Division	–	–	–	Manage emergency contracts; vendor coordination	Procurement compliance
Retirement	–	Continuity of benefits to retirees	–	–	Benefit-related finance
UC Cooperative Extension	–	Agricultural/ environmental recovery support	Technical analysis for resilience	–	–





Chapter 9: Standing Priorities of the Emergency Operations Center

The Emergency Operations Center (EOC) exists to unify and coordinate Marin County's response to emergencies and disasters. The following Standing Priorities of the EOP define the essential functions of the EOC and guide its actions across preparedness, response, and recovery. These objectives are enduring, apply to all hazards, and shall be integrated into the EOC's Action Plan (EAP) during each operational period to ensure that County operations remain aligned, resources are effectively managed, and the needs of the whole community are addressed during times of crisis.

PROTECT LIVES, PROPERTY, ENVIRONMENT, COMMUNITY, AND ECONOMY

- Prioritize life safety of the public, responders, and vulnerable populations.
- Stabilize the incident by enabling timely resource deployment and policy decisions.
- Limit damage to public/private assets and critical infrastructure; protect natural and cultural resources; reduce economic disruption.

ENSURE EQUITABLE, ACCESSIBLE OPERATIONS AND SERVICES

- Identify and address access and functional needs; provide language access and culturally competent services.
- Embed equity considerations in all objectives, resource decisions, public messaging, and recovery strategies.

ESTABLISH AND MAINTAIN A COMMON OPERATING PICTURE

- Collect, analyze, and share reliable information from field Incident Commands, DOCs, jurisdictions, and partners.
- Produce timely Situation Reports and intelligence summaries that inform strategy, policy, and operational planning.

COORDINATE MULTI-AGENCY POLICY AND OPERATIONS

- Serve as the countywide coordination point among County departments, cities, towns, special districts, community-based organizations, private sector partners, and State/Federal agencies.
- Facilitate unified priorities, conflict resolution, and consistent direction through the EOC Management Section and Policy Group interface.



PLAN AND DIRECT EOC OPERATIONS THROUGH THE EOC ACTION PLAN (EAP)

- Establish clear Priorities, Objectives, Strategies, and Tasks for each operational period.
- Align EAP objectives with field IAPs and ensure all EOC work products (e.g., ICS-214s/ digital activity log) link to an active EAP objective.

MANAGE, PRIORITIZE, AND TRACK RESOURCES

- Receive, validate, prioritize, fill, and track resource requests from County departments and Operational Area partners.
- Leverage mutual aid systems, existing agreements, and pre-designated County “Cadres.”
- Escalate unmet needs to Operational Area, State, and Federal partners in accordance with established protocols.

SUSTAIN PUBLIC INFORMATION, ALERT AND WARNING, AND COMMUNITY ENGAGEMENT

- Coordinate Joint Information System activities to provide timely, accurate, accessible information before, during, and after incidents.
- Support alert and warning operations and ensure messaging is actionable and inclusive.

MAINTAIN CONTINUITY OF GOVERNMENT (COG) AND CONTINUITY OF OPERATIONS (COOP)

- Preserve leadership succession, delegations of authority, essential functions, and critical decision-making.
- Activate continuity sites, processes, and technology to sustain County services during prolonged incidents.

ENABLE SAFE, SCALABLE, AND FLEXIBLE OPERATIONS

- Adjust EOC organization, staffing, and facilities to incident needs while maintaining responder health and safety.
- Integrate additional capabilities (virtual tools, surge staff, Disaster Service Workers) as the situation evolves.





DOCUMENT, TRACK COSTS, AND PRESERVE RECORDS

- Maintain complete, contemporaneous documentation (including timekeeping, procurement, and damage assessments) to support transparency, after-action learning, and cost recovery.
- Ensure vital records, photos, and data are transmitted to Planning, Documentation for retention.

INTEGRATE AN ALL-HAZARDS, WHOLE-COMMUNITY APPROACH

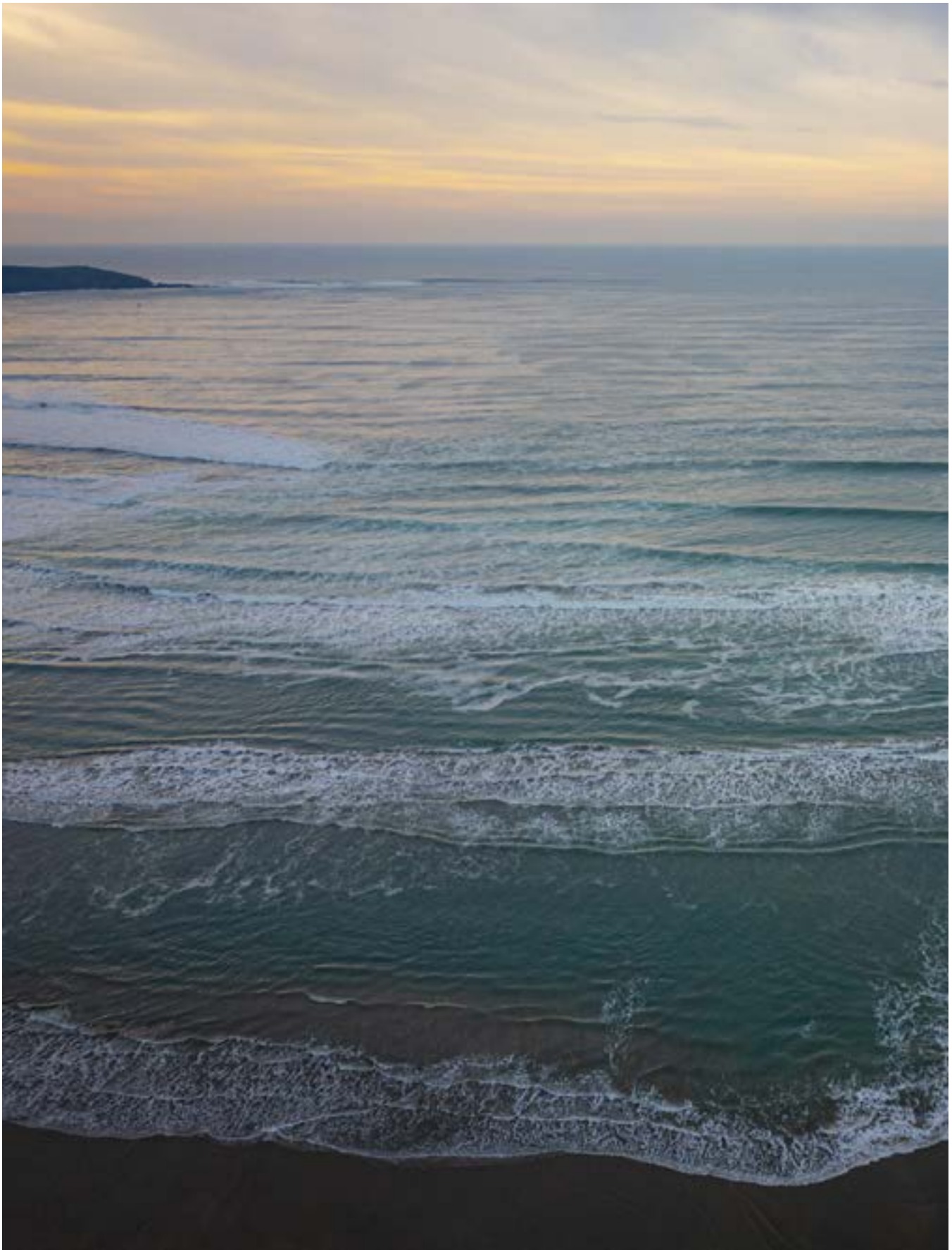
- Address natural, technological, and human-caused threats; incorporate partner and community input.
- Apply lessons learned, best practices, and current standards to continuously improve readiness and performance.

GUIDE THE TRANSITION TO RECOVERY

- Initiate early recovery planning, including community lifelines, housing, debris management, disaster case management, and economic stabilization.
- Coordinate the orderly demobilization of resources and handoff to recovery leadership and structures.

These Standing Objectives of the EOP provide a comprehensive framework for how Marin County will manage emergencies through its Emergency Operations Center. They are not static; they are integrated into and adapted for each EOC Action Plan to ensure operational relevance during every activation. By consistently applying these objectives, the County strengthens its ability to protect its people, sustain critical services, and foster a rapid, equitable recovery from any incident.





■ **Chapter 10: Emergency Operations Plan Policies and Procedures**

The Emergency Operations Center policies and procedures section provides critical operational guidance to ensure the County of Marin can obtain essential goods and services rapidly during emergencies while maintaining compliance with applicable local, state, and federal laws. This section is designed to be implemented by all Emergency Operations Center (EOC) staff, department personnel, and Operational Area partners who are engaged in response and recovery operations.

Every person assigned a role within the EOC structure has a responsibility to follow the emergency procurement protocols outlined in this section. The consistent application of these procedures supports life safety missions, protects public assets, and ensures accountability in the use of public funds.

Deviations from this structure are only permissible when fully documented and approved by the Director of Emergency Services, Assistant Director, or EOC Director. Adherence to this plan also helps maintain eligibility for federal or state reimbursement, protects the County from liabilities, and protects staff who are working within the EOC.

This section covers the following Policies and Procedures:

- Minimum Training
- EOC Shifts and Maximum Hours
- Emergency Feeding of EOC and Field Staff
- Emergency Housing of EOC and Field Staff
- Accessible Materials and Language Access
- EOC and Field Documentation Requirement
- Code of Conduct for EOC Staff
- EOC Facility Security and Access
- Non-County Staff and Mutual Aid Personnel in the EOC
- Emergency Procurement and Approval Thresholds

■ **Minimum Training – EOC Staff**

To ensure that all Emergency Operations Center (EOC) personnel are fully capable of executing their assigned responsibilities during incidents, Marin County establishes minimum training standards for staff. This framework aligns with best practices established by the Federal Emergency Management Agency (FEMA), the California Office of Emergency Services (Cal OES), and state requirements under the Disaster Service Worker (DSW) Volunteer Program.



MINIMUM TRAINING STANDARDS

Best practice is for all staff assigned to the Marin County EOC to complete the following training to be activated:

1. Foundational Training

- G-606 SEMS: Standardized Emergency Management System
- Marin County EOC 101 Course
- ICS 100: Introduction to the Incident Command System
- ICS 200: Basic Incident Command System for Initial Response
- IS-700: National Incident Management System (NIMS), An Introduction
- IS-800: National Response Framework (NRF), An Introduction

2. EOC-Specific Training

- ICS 300: Intermediate ICS for Expanding Incidents
- ICS 400: Advanced ICS for Command and General Staff
- G-775 – EOC Management and Operations
- G-191 – Emergency Operations Center/Incident Command Post Interface
- G-611 – EOC Section-Specific Training: Role-based training tailored to Management, Operations, Planning, Logistics, and Finance/Administration sections.
- WebEOC Orientation and Documentation Standards: Training on the County's EOC information management systems, resource request processes, and required forms.

3. Annual Refresher Training

- All designated EOC staff will receive annual refresher training covering:
- EOC activation procedures.
- Updates to the Emergency Operations Plan (EOP).
- Current disaster hazards and operational priorities.

4. Just-in-Time Training and Orientation

- “Just-in-Time” training will be provided at the onset of activation to reinforce specific duties, expectations, and situational updates.

5. Specialized Training (as applicable)

- Public Information staff: Joint Information System/Joint Information Center training.
- Logistics staff: Procurement and resource tracking in compliance with FEMA Public Assistance guidelines.
- Planning staff: Situation Status, Action Planning, and Documentation Unit procedures.
- Safety and Equity Officers: Training in safety protocols, workplace standards, equity, and inclusion in disaster operations.



EXERCISE PARTICIPATION

All EOC staff who are listed as primary must participate in a minimum of one exercise per year, consistent with the Homeland Security Exercise and Evaluation Program (HSEEP). Exercises may include: Tabletop Exercises (TTX), Functional Exercises (FE), and/or a Full-Scale Exercises (FSE).

CERTIFICATION AND RECORDS

- The Marin County Office of Emergency Management (OEM) and Human Resources will maintain training records and track compliance with required standards.
- Personnel who have not met training requirements may not serve as Section Manager of EOC Director until Foundational Training is completed.
- Training status will be reviewed during annual EOP updates.
- Training records for City, Town, and/or Special District staff will be jointly held by the agency and OEM.

COMMITMENT TO CONTINUOUS IMPROVEMENT

Training will evolve as new threats, technologies, and best practices emerge. The County will integrate after-action reviews (AARs) and improvement plans (IPs) from incidents and exercises into training updates.



■ Operational Periods – Staff Hours and Shift Management

The effectiveness of the Emergency Operations Center (EOC) depends on maintaining a sustainable workforce throughout the duration of an incident. To prevent fatigue and ensure decision-making remains clear and accurate, staff work schedules must be managed in a way that balances operational demands with health, safety, and well-being.

STANDARD SHIFT DURATION

- The County's standard EOC staffing model uses **13-hour operational shifts** (e.g., 0700–2000 and 1900–0800), which provide consistent coverage while allowing for adequate rest between shifts.
- When operational demands are lower, **9-hour shifts** may be implemented at the discretion of the EOC Director or Section Managers.

MAXIMUM CONSECUTIVE HOURS

- To safeguard staff health and maintain operational effectiveness, no staff member should exceed **16 consecutive hours** of duty in the EOC, except under extraordinary circumstances approved by the EOC Director (Assessments will be made by Human Resources on the staff member as needed).
- Staff working extended hours must receive rest periods before returning for the next scheduled shift.

ROTATION AND RELIEF

- Section Managers are responsible for monitoring staff workload and ensuring appropriate rotation of personnel.
- Section Managers and EOC/Field Supervisors should identify relief staff in advance to allow for orderly transition and continuity of operations during shift changes.

FLEXIBILITY DURING EMERGENCIES

- Recognizing that emergencies are fluid and unpredictable, flexibility in staffing schedules may be required to address urgent or life safety missions.
- In such cases, supervisors may temporarily extend shifts, provided that staff are given rest and relief as soon as practical once immediate demands are stabilized.
- Mutual aid and Disaster Service Worker (DSW) personnel may be activated to relieve extended staffing pressures and provide continuity.



REST AND RECOVERY

- Staff are strongly encouraged to rest during off-duty hours and maintain personal readiness.
- The EOC will provide designated rest areas, food, hydration, and wellness support to facilitate recovery between shifts.

TIMEKEEPING AND ACCOUNTABILITY

- All staff must document hours worked through the EOC timekeeping process.
- Accurate records of duty hours are required for labor compliance, reimbursement eligibility, and after-action review.

The effective operation of the Marin County Emergency Operations Center (EOC) requires consistent and clear policies that guide staff conduct, protect sensitive information, and ensure that the EOC remains accessible, secure, and functional throughout emergency operations. The following policies apply to all individuals operating within or in support of the Marin County EOC.

■ Emergency Feeding of Staff

Sustaining personnel during prolonged emergencies requires ensuring that staff assigned to incident operations, both within the Emergency Operations Center (EOC) and deployed in the field, have access to reliable food and hydration. The County of Marin is committed to supporting the nutritional and wellness needs of all emergency personnel, recognizing that adequate rest and nutrition are essential to maintaining effective operations.

RESPONSIBILITY FOR FEEDING OPERATIONS

- The EOC Logistics Section – Food Unit is responsible for coordinating and providing emergency feeding for all activated staff, and in all reasonable circumstance, the Food Unit should serve as the point for all staff feeding.
- Feeding support will extend to County employees, Disaster Service Workers (DSWs), mutual aid personnel, and other approved staff assigned to incident response.
- For field-based operations (e.g., shelters, points of distribution, staging areas), feeding will be coordinated by the requesting agency through the EOC Logistics Section.



STANDARDS FOR FEEDING

- Meals will be provided at regular intervals aligned with operational shifts (e.g., two full meals during a 12-hour shift, with snacks and hydration available throughout).
- Whenever possible, meals will be:
 - Nutritious and balanced, supporting sustained energy and health.
 - Culturally appropriate, with consideration for dietary restrictions, allergies, and religious requirements.
 - Packaged for mobility, allowing for safe transport to field locations or rapid distribution within the EOC.

FEEDING OPTIONS AND RESOURCES

- The County may use a combination of:
 - Pre-established vendor contracts and emergency purchase agreements.
 - Partnerships with local food service providers, caterers, or restaurants.
 - Support from the American Red Cross, Voluntary Organizations Active in Disaster (VOADs), and other nonprofit or faith-based organizations.
 - Mutual aid requests for mobile feeding units (e.g., California Fire Service or Salvation Army).
- Water and hydration supplies will be prioritized and continuously available at all incident sites.

FIELD FEEDING OPERATIONS

- Incident Commanders and field supervisors are responsible for coordinating with the EOC Logistics Section to ensure field personnel are supplied with meals, snacks, and hydration.
- Delivery may occur through mobile feeding units, contracted vendors, or direct staging of food supplies.
- Special attention will be given to remote or extended operations to ensure no personnel go without adequate nourishment.

FLEXIBILITY DURING EMERGENCIES

- During the early hours of an incident, staff may be required to self-sustain with ad-hoc meals, personal meals and snacks until formal feeding operations are established. If meals are acquired outside of formal channels, documentation must be provided to the food unit leader (receipt, names, and assignment).
- As soon as practical, the EOC will provide organized meal services to reduce burden on responders and sustain extended operations.



COST RECOVERY AND DOCUMENTATION

- All costs associated with feeding staff during emergencies must be documented by the Logistics and Finance Sections to support potential reimbursement under state and federal disaster assistance programs.
- Staff receiving meals should be accounted for through sign-in logs or distribution records.

WELLNESS CONSIDERATIONS

- Food service areas will be maintained in sanitary conditions in compliance with public health standards.
- Hydration, rest areas, and access to healthy meals are recognized as critical to staff safety and mental health resilience during extended operations.

■ Emergency Housing of EOC and Field Staff

During large-scale or sustained disasters, circumstances may prevent Emergency Operations Center (EOC) staff from returning home at the conclusion of their shifts. Factors may include hazardous conditions, transportation disruptions, extended work requirements, or unsafe living environments. To maintain continuity of operations and safeguard staff well-being, the County of Marin will provide emergency housing for EOC personnel who cannot return home.

HOUSING COORDINATION

- The EOC Logistics Section – Facilities Unit is responsible for coordinating emergency housing for EOC staff.
- Requests for housing must be approved by Section Managers or the EOC Director to ensure accommodations are reserved for those with demonstrated need.
- Housing support extends to County employees, Disaster Service Workers (DSWs), and mutual aid personnel assigned to the EOC.

TEMPORARY, CONGREGATE SHELTERING

- **On-Site Accommodations:** The County will establish temporary rest and sleeping areas within or adjacent to the EOC facility when safe and feasible. These areas may include cots, blankets, and personal hygiene supplies.
- **Nearby Facilities:** If EOC space is insufficient, nearby County-owned or partner facilities (e.g., community centers, schools, fire stations) may be used as temporary congregate shelters for EOC staff.
- **Standards of Care:** Congregate sheltering will follow public health and safety guidelines, including access to restrooms, showers, meals, hydration, and basic privacy measures.



NON-CONGREGATE SHELTERING

- When congregate sheltering is not feasible, the County may arrange non-congregate housing for EOC staff through:
 - Pre-arranged contracts with hotels, motels, or dormitories.
 - Mutual aid or state-provided housing resources.
 - Partnerships with voluntary organizations or private sector partners.
- Non-congregate housing will be prioritized for:
 - Staff with medical needs or disabilities.
 - Staff with family responsibilities that require secure, private accommodations.
 - Extended operations where staff must remain deployed for multiple days.

STANDARDS AND SUPPORT SERVICES

- **Safety and Security:** All emergency housing facilities will be subject to security checks and access control measures.
- **Transportation:** The EOC Logistics Section will coordinate safe transport between housing sites and the EOC.
- **Wellness:** Staff housed in congregate or non-congregate facilities will be provided with meals, hydration, and rest areas to support physical and mental well-being.

COST RECOVERY AND DOCUMENTATION

- All housing costs must be tracked and documented by the Finance/Administration Section for potential reimbursement under state and federal disaster assistance programs.
- Staff must check in and out of housing sites to ensure accurate records of occupancy and use.



■ **Accessibility of Digital and Printed Materials**

The County is committed to ensuring all internal and external materials produced or disseminated by the EOC are accessible to the whole community.

- **Compliance with Standards:** All written and electronic communications must comply with federal and state accessibility requirements, including the Americans with Disabilities Act (ADA) and California Government Code Section 7299.7.
- **Language Access:** Critical emergency messages and public-facing materials will be available in English and Spanish by default. Translation into additional languages and the provision of interpreters will be arranged in coordination with the County Public Information Officer (PIO).
- **Accessible Formats:** All documents, signage, and briefings will be provided in accessible formats (e.g., large print, screen reader compatible files, captioning, and American Sign Language interpretation) when requested or required.

■ **Incident Documentation Platforms and Procedures**

Accurate documentation is essential for situational awareness, resource tracking, financial cost recovery, and after-action analysis.

- **Standard Systems:** EOC staff will use approved documentation systems and forms, including ICS forms (e.g., ICS 214 Unit Logs, ICS 213 General Message Forms, and ICS 209 Incident Status Summaries) and/or other forms of digital activity logs.
- **Electronic Platforms:** When possible, documentation will be managed in approved electronic platforms to streamline information sharing and archiving. The current approved softwares are WebEOC and ESRI.
- **Records Retention:** All records generated in the EOC are official County records. Staff must ensure timely submission of logs, messages, and reports to the Planning Section Documentation Unit.

■ **Code of Conduct for EOC Staff**

Professional and respectful behavior is essential to maintain an effective operating environment.

- **Professionalism:** All staff will treat colleagues, partners, and the public with respect and dignity, consistent with County policies on equity, diversity, and inclusion.
- **Neutrality:** Staff must remain impartial, focusing on providing support to the response effort without political, personal, or organizational bias.
- **Confidentiality:** Sensitive information discussed or documented in the EOC must not be shared outside authorized channels.
- **Accountability:** Staff are expected to follow assigned roles, maintain accurate timekeeping, and adhere to County policies as Disaster Service Workers.



■ **Security of the EOC Facility**

The EOC must remain a secure and controlled environment to ensure operational continuity.

- **Access Control:** Only authorized personnel may enter the EOC. All staff, visitors, and mutual aid partners must check in and display appropriate identification.
- **Public and Media Restrictions:** Members of the press and the public are not permitted within the EOC. Media briefings will be conducted in designated areas outside the EOC by the County PIO.
- **Confidential Spaces:** Sensitive discussions, including those involving policy, personnel, or security issues, will take place in designated secure spaces within the EOC.

■ **Non-County Staff and Mutual Aid Personnel in the EOC**

The EOC recognizes the need for collaboration with partner agencies and jurisdictions.

- **Mutual Aid Integration:** Non-County staff assigned to the EOC through mutual aid, state mission tasking, or agency partnerships may be embedded into EOC functions as liaisons or subject matter experts.
- **Identification and Check-In:** All non-County personnel must present agency identification, sign in at the EOC front desk, and be issued a visitor badge.
- **Roles and Responsibilities:** Mutual aid and partner personnel must operate within their assigned role, respect EOC policies, and coordinate through their designated EOC Section Manager or Unit Leader.
- **Confidentiality Agreement:** Non-County staff may be required to acknowledge confidentiality requirements before being granted access to sensitive information.

■ **Emergency Procurement**

This section will ensure that the County of Marin can rapidly and legally procure resources and services necessary for disaster response and recovery while maintaining compliance with applicable local, state, and federal regulations, including Marin County Municipal Code Section 2.99 and the most current federal guidance (FEMA Public Assistance Program and Policy Guide, 2025 Edition).

By implementing the following objectives, staff within the Emergency Operations Center (EOC) will be able to:

- Expedite the acquisition of critical goods, services, and equipment during an emergency or exigent circumstance where competitive procurement would lead to untenable delays in the response effort.
- Maintain accountability, documentation, and audit readiness for all emergency purchases.
- Ensure actions taken support eligibility for state and federal disaster recovery funding.
- Prevent fraud, waste, and abuse in emergency contracting.



SCOPE

This section applies to all incident-related procurement and purchasing activities undertaken by County departments and agencies operating under the Emergency Operations Center (EOC), Department Operations Centers, field operations, and additionally applies to Operational Area partners requesting resources through the County. The provisions of this section may be applied once an incident has occurred and through the duration of an emergency or disaster. Incidents that meet the definition of an emergency are scenarios where the response is governed by this plan. Further defined, an emergency is:

“A sudden, unexpected occurrence that poses a clear and imminent danger, requiring immediate action to prevent or mitigate the loss of impairment of life, health, property, or essential public services” California Public Contract Code (PCC) Section 1102

And where “the goods and services are needed in cases of emergency where immediate acquisition is necessary for the protection of the public health, welfare, or safety” California PCC Section 10302”

LEGAL AND POLICY FRAMEWORK

Emergency procurement activities will be conducted under the authority of:

- Marin County Municipal Code Section 2.99.035 and 2.99.055
- Marin County Procurement Manual/Policy
- California Emergency Services Act
- California Disaster Assistance Act (GOV 8680 – 8692)
- California Public Contract Code
- California Government Code (25500 – 25509)
- FEMA Public Assistance Program and Policy Guide (2025)
- 2 CFR Part 200 (Uniform Guidance)

If circumstances warrant deviation from established policy or regulations, such deviations must be fully documented, and the Director of Emergency Services, Assistant Director, and/or Board of Supervisors must be consulted as soon as feasible.

The policy within the EOC is to equip and authorize specific positions to procure emergency resources efficiently. Some purchases will require approval at designated thresholds as identified in this plan. Approval levels for EOC roles and responsibilities along with training procedures will be detailed within the internal purchasing process that the EOC staff will be trained to implement.





ACTIVATION OF EMERGENCY PROCUREMENT

Emergency procurement procedures are designed to enable rapid acquisition of goods and services during critical incidents where the standard procurement process would delay response efforts or jeopardize life, health, safety, or essential operations.

Conditions for Activation

Emergency procurement protocols may be activated under any of the following conditions:

- A local emergency has been declared by the Marin County Board of Supervisors or the Director of Emergency Services, in accordance with the California Emergency Services Act.
- There is an imminent or ongoing threat to life safety, public health, or critical infrastructure, and the delay caused by standard procurement processes would result in unacceptable risk or loss.
- There is a need for immediate acquisition of resources, personnel, equipment, or services to enable or sustain response or recovery operations.
- A state or federal emergency declaration has been issued, and the County has activated its Emergency Operations Center to coordinate Operational Area activities.



AUTHORITY TO ACTIVATE

The EOC Director, Director of Emergency Services, and/or the Assistant Director of Emergency Services are authorized to activate emergency procurement provisions under Marin County Municipal Code Section 2.99.

Upon activation of the Emergency Operations Center (EOC), the EOC Director, in coordination with the Logistics and Finance Section Managers, may implement and oversee emergency procurement activities.

MODIFICATION OF PURCHASING AND PROCUREMENT PROCEDURES

Once emergency procurement procedures are activated:

- Emergency procurement shall be implemented within the provisions described within this section and
 - Marin County Code Section 2.99
 - California Public Contract Code emergency provisions
 - FEMA procurement under exigent or emergency circumstances guidance
- Simplified or sole-source procurement may be used when justified by:
 - Urgency of the need,
 - Limited vendor availability, or
 - Significant disruption to normal supply chains.

All exceptions must be appropriately documented in writing, even if approval is obtained verbally during the incident.

COMMUNICATION AND NOTIFICATION

Upon activation of emergency procurement:

- The Procurement Unit Leader must notify the Department of Finance, CalCard Administrator, and County Executive's Office to coordinate financial controls and documentation protocols.
- All EOC Section Managers and Operational Area partners must be informed of the activation and provided with guidance on purchasing limits, required forms, and approval processes.

THRESHOLDS

To ensure appropriate oversight while enabling rapid procurement, the EOC shall implement spending thresholds. If extraordinary circumstances arise (e.g., imminent loss of life, destruction of property), thresholds may be modified with proper documentation.



EMERGENCY SPENDING THRESHOLDS

Thresholds	Responsible Party
Up to \$5,000	EOC Logistics Section staff
\$5,001.00 to \$25,000	EOC Section Logistics Manager
\$25,001 to \$100,000	EOC Logistics Section Manager with Concurrence from EOC Finance Manager
\$100,001 to \$200,000	EOC Director, with formal notification to the Policy Group and Director of Emergency Services.
Above \$200,000.00	Director of Emergency Services or Assistant Director, with concurrence from the Policy Group.

CREDIT CARDS (CALCARDS), PURCHASE ORDERS, AND CONTRACTS

To facilitate timely and efficient procurement during emergency operations, the County authorizes the use of CalCards (County-issued credit cards), emergency purchase orders, and pre-existing or emergency contracts as valid purchasing mechanisms. These tools enable rapid acquisition of goods and services necessary to support response and recovery while maintaining appropriate controls.



CALCARDS

CalCards may be used by authorized personnel or positions during emergency operations within their assigned thresholds. Adjustments may be made to CalCard spending thresholds with the approval of the CalCard Administrator and in alignment with the County's CalCard policy.

Cardholders must follow County CalCard policies regarding allowable expenses, transaction limits, and reconciliation procedures. All purchases made using CalCards must be:

- Directly related to the emergency incident, and
- Documented with receipts and justification, including the purpose of the purchase, vendor details, and approval authority.

EMERGENCY PURCHASE ORDERS

Emergency purchase orders may be initiated by the Logistics Section to secure large or recurring purchases. Purchase Orders must be signed off by the Finance Section.

These orders may bypass standard timelines but must be documented in accordance with Finance Section tracking protocols.

Emergency purchase orders should, when possible, reference existing vendors under standing agreements or cooperative purchasing arrangements within the Office of Emergency Management. If existing vendors are used by the Emergency Operations Center, the existing Purchase Order(s) must be reviewed by the EOC Procurement Unit to ensure that the purchase order was authorized in alignment with federal and state policies.

CONTRACTS

The County may activate pre-negotiated emergency contracts, enter into new emergency agreements, or amend existing contracts during a declared emergency. If existing contracts are used by the Emergency Operations Center, the existing Contract(s) must be reviewed by the EOC Procurement Unit to ensure that the Contract were authorized in alignment with federal and state policies.

All emergency contracts must include:

- A clear scope of work, deliverables, and terms, an approved Resource Request number (ICS-213 or the digital equivalent)
- Reference to the incident objective, and
- A clause requiring compliance with applicable federal procurement standards to support FEMA reimbursement eligibility.

In all cases, emergency use of CalCards, purchase orders, and contracts must be carefully documented and reviewed post-incident to ensure compliance with County policy, audit requirements, and federal funding eligibility.



ROLES AND RESPONSIBILITIES IN EMERGENCY PURCHASING / PROCUREMENT

The following positions and functions within the Emergency Operations Center (EOC) and County structure are responsible for the implementation, oversight, and documentation of emergency procurement and purchasing activities. These responsibilities are intended to promote coordination, compliance, and fiscal accountability throughout the lifecycle of an incident.

EOC Director

- Authorizes activation of emergency procurement procedures during incidents where local emergency protocols are in effect. Coordinates with the EOC Logistics Manager and Finance Manager to confirm thresholds for purchases and process for authorizations to be approved.
- Approves purchases within delegated thresholds or as outlined in this plan, particularly those exceeding \$100,000.
- Ensures that major purchasing decisions align with incident objectives and resource priorities.
- Notifies and consults with the Director of Emergency Services and Policy Group on significant or sensitive procurements. Ensures that all staff are aware of existing emergency purchasing plans, contracts, CalCards, and mutual aid agreements. Ensures that all staff are aware of existing resources within the County that may be utilized prior to purchasing or renting new items.

Logistics Section Manager

- Oversees all purchasing and resource acquisition within the EOC.
- Delegates purchasing authority to Unit Leaders, as appropriate.
- Initiates the request for emergency purchase orders and contracts.
- Coordinates with the Finance – Procurement Unit and Planning Section to ensure operational and logistical needs are met in accordance with approved objectives.

Procurement Unit Leader (Finance Section)

- Executes procurement activities, including sourcing, vendor management, and compliance review.
- Ensures that all emergency purchases align with County policies and applicable state and federal procurement standards.
- Verifies vendor eligibility (e.g., not debarred/suspended) and facilitates contract and purchase order documentation.
- Reviews existing purchase orders and contracts for alignment with incident requirements and FEMA reimbursement guidelines.
- Supports the development and dissemination of pre-approved vendor lists and templates for rapid contracting.





Finance Section Manager

- Reviews and approves emergency purchases at designated thresholds.
- Oversees financial tracking of all procurement transactions related to the incident.
- Works closely with the Procurement Unit Leader to ensure documentation is audit-ready.
- Ensures expenditures are reconciled post-incident and prepares for local, state, and federal reimbursement processes.

CalCard Administrator (Finance Section)

- Coordinates temporary threshold adjustments or emergency policy waivers related to CalCard use.
- Supports cardholder compliance by issuing guidance during emergency activations.
- Reviews CalCard transaction logs post-incident for accuracy and policy adherence.
- Coordinates with the EOC Director and Department of Finance to issue temporary CalCards as needed during an activation.

Department Heads (Countywide)

- Identify emergency procurement actions that may be occurring within their department, and ensure actions are in alignment with EOC priorities and thresholds.
- Transfer all documentation associated with emergency purchases to the EOC for recordkeeping and tracking.
- Direct the home department to coordinate with the EOC Logistics Section when requesting critical supplies or services.
- Ensure staff involved in emergency purchasing are trained and authorized per County policies.



OPERATIONAL AREA RESOURCE REQUEST – PURCHASES

During emergency operations, Operational Area partners, including cities, towns, and special districts, may submit resource requests to the County Emergency Operations Center (EOC) when local capabilities are exceeded. In some cases, fulfilling these requests may require the County to initiate purchases on behalf of these partners.

This section outlines the procedures and responsibilities associated with County-managed emergency purchases intended to support Operational Area entities.

INITIATING A RESOURCE REQUEST

All resource requests from Operational Area partners must be submitted to the County EOC using the ICS-213 form or an approved digital equivalent. All resource requests must be signed by an Authorized Agent of the Operational Area Partner. The Authorized Agent must be authorized by the requesting agency to accept the associated costs associated with the request.

Requests must include:

- A clear and specific description of the needed resource or service,
- The operational justification (e.g., life safety, infrastructure protection),
- The urgency/timeline, and
- Any known local vendor relationships or constraints.

VALIDATION AND APPROVAL

- The Planning Section will review the request for alignment with incident objectives.
- The Logistics Section will confirm availability of existing County resources or identify potential procurement pathways.
- If procurement is required, the Finance Section will evaluate the request against current purchasing thresholds, budget codes, and documentation requirements.
- No procurement action will be taken until the request is validated by Planning, approved by Logistics, and documented by Finance.

PROCUREMENT ON BEHALF OF OPERATIONAL AREA PARTNERS

- The County may use CalCards, purchase orders, or emergency contracts to fulfill validated resource requests.
- All purchases made on behalf of Operational Area partners are subject to the same procurement thresholds, documentation, and FEMA eligibility standards that apply to County purchases.
- The Procurement Unit will ensure that vendors are compliant with local, state, and federal procurement regulations and are not debarred.



COST RESPONSIBILITY AND REIMBURSEMENT

- Unless otherwise agreed upon in writing, Operational Area partners will be responsible for the cost of goods or services procured on their behalf.
- Partners may submit for reimbursement through FEMA, CalOES, or other funding sources, but should be aware that the County's purchase does not guarantee eligibility for reimbursement.
- Partners must coordinate with the County EOC to ensure accurate recordkeeping, cost-tracking, and submission of supporting documentation.

OPERATIONAL AREA COST ACCEPTANCE

Operational Area partners must certify in writing that they have authorization to commit their agency to incurred costs. Requests lacking clear cost acceptance will not be fulfilled by the County.

DOCUMENTATION REQUIRED FROM REQUESTING PARTNERS

To ensure transparency and audit readiness, Operational Area partners must submit the following to the County EOC Finance Section:

- A completed ICS-213 Resource Request form
- Any local procurement policy documentation relevant to the purchase
- Receipts, invoices, and proof of delivery if managing part of the transaction directly
- A signed cost acceptance acknowledgment, if applicable



DOCUMENTATION AND RECORDKEEPING

Accurate and timely documentation is essential for ensuring compliance with County policies and maintaining accountability throughout emergency operations.

All EOC functions, departments, agencies, and personnel involved in emergency purchasing must ensure that complete records are maintained for every transaction conducted under emergency conditions.

Emergency purchase requests should begin within the EOC Planning Section or the Operations Section. This ensures that all purchases are validated and incorporated into the Emergency Operations Center's EOC Action Plan.

In situations where a purchase does not originate within one of the aforementioned sections, documentation related to the reason for the purchase must be routed to the EOC Planning Section, and then forwarded to the Finance Section for official tracking and documentation.

For each emergency purchase, the following records must be collected and submitted to the EOC Finance Section:

- **Receipts and Invoices**
Complete, itemized receipts or vendor invoices documenting items or services procured.
- **Resource Request Number** (ICS-213 or digital equivalent)
A documented need for the item or service, including who requested it, the operational justification, and any associated approval.
- **Approval Records**
Signatures or digital documentation from authorized approvers in alignment with spending threshold requirements.
- **Vendor Information**
Vendor name, address, point of contact, federal tax ID or DUNS/UEI number, and verification of debarment status (via SAM.gov or equivalent).
- **Procurement Method**
Description of how the vendor was selected (e.g., pre-identified contract, emergency acquisition, mutual aid, cooperative purchasing).
- **Delivery Confirmation**
Proof of receipt of goods or services, including packing slips, photographs, or logs from staging areas.
- **Payment Records**
Documentation showing method of payment (e.g., CalCard, Purchase Order, ACH) and confirmation of transaction.
- **Justification for Non-Competitive Procurement (if applicable)**
Written explanation for sole-source or limited competition, aligned with FEMA's procurement under exigent or emergency circumstances guidance.



TRACKING AND REPORTING

- The Finance Section will maintain a centralized procurement log that includes all purchases made during the incident, organized by date, vendor, amount, purpose, and authorizing personnel.
- The Logistics Section will coordinate with the Planning Section to track resource status and ensure that deliveries align with current incident objectives.
- All documentation must be uploaded to the designated emergency documentation system or shared EOC archive for accessibility by reimbursement and audit teams.

POST-INCIDENT RECONCILIATION

Following the demobilization of the EOC:

- The Finance Section Manager will lead a review and reconciliation of all purchases, ensuring that expenditures are properly categorized and closed out.
- The Procurement Unit will verify compliance with FEMA and CalOES standards to support reimbursement requests.
- Any purchases that are ineligible for reimbursement or found to be noncompliant will be reported to the EOC Director for tracking.

Note: The County/EOC may be required to make purchases that are not eligible for reimbursement, and all purchases should be tracked for future reporting.

RETENTION REQUIREMENTS

All procurement records must be retained for a minimum of five years from the date of final payment, unless a longer period is required by federal, state, or County retention policies. Records must be readily accessible in the event of a post-disaster audit or inquiry.

The Office of Emergency Management, Department of Finance, and the County Executive's Office will be responsible for ensuring compliance with records retention requirements. The Office of Emergency Management shall retain the physical documents and ensure proper access is provided to the associated departments for review, audit, and reimbursement purposes.

DEACTIVATION OF EMERGENCY PURCHASING AND PROCUREMENT

Emergency procurement protocols shall be deactivated at the direction of the Director of Emergency Services or EOC Director when incident stabilization has occurred, and normal County procurement procedures can be resumed. Notification of deactivation shall be provided to all EOC sections, County departments, and Operational Area partners.





■ **Chapter 11: Emergency Operations Center and Plan Activation Authority and Criteria**

The 2026 Marin County Emergency Operations Plan (EOP) will be activated when an emergency or disaster exceeds the routine capabilities of County departments and/or requires extraordinary coordination across agencies and jurisdictions. Activation ensures that resources, authorities, and emergency powers can be efficiently applied to protect life, property, the environment, and essential services. In alignment with Marin County Code Section 2.99, select officials are granted the authority to proclaim a local emergency and activate the Emergency Operations Plan. These include the Board of Supervisors, the County Executive, the Director of Emergency Services, and the Assistant Director of Emergency Services. Once a local emergency is proclaimed, the EOP serves as the authoritative framework for incident management within the County and the Marin Operational Area (OA).

■ **Authority to Activate the EOC**

The following individuals are vested with the authority to activate the Marin County EOC based on the nature, scale, and complexity of the incident:

- **County Executive:** Holds the highest administrative authority in the County and may activate the EOC to ensure comprehensive countywide coordination and continuity of government operations.
- **Director of Emergency Management:** Responsible for overseeing emergency management functions and ensuring prompt EOC activation when incidents threaten public safety or require coordinated response.
- **Marin County Fire Chief:** May activate the EOC in response to significant wildfires, hazardous materials incidents, or other fire-related emergencies that require regional support.
- **Marin County Sheriff:** May initiate activation due to law enforcement incidents, public safety threats, evacuations, or incidents requiring coordination with state or federal law enforcement agencies.
- **Marin County Health and Human Services Director:** May activate the EOC during public health threats such as pandemics, disease outbreaks, or environmental health emergencies. In addition, the Director may activate the EOC for social services, homelessness, and widespread impacts to the community that may result in irreparable harm to a broad swath of the community.
- **Marin County Public Health Officer:** May activate the EOC during public health threats such as pandemics, disease outbreaks, or environmental health emergencies.
- **Director of Public Works:** May activate the EOC when infrastructure failures, transportation system disruptions, or debris management necessitate coordinated logistical or engineering support.



In addition to County officials, the EOC may also be activated:

- **At the direction of the Governor of California**, pursuant to a State of Emergency or other relevant executive actions.
- **At the request of two or more Operational Area partners**, (incorporated cities, towns, or special districts), recognizing the shared responsibilities within the Operational Area and the need for regional coordination.

■ Triggers for Activation

The EOC may be activated under any of the following circumstances:

- **Local Response Capacity Exceeded:** When an emergency overwhelms the capabilities of field responders, local departments, or jurisdictions, necessitating coordinated resource management and policy-level support.
- **Mutual Aid Requests:** When mutual aid is requested or received, particularly through the statewide mutual aid system, and coordination among multiple agencies becomes essential.
- **Proclamation of Local Emergency:** Upon the issuance of a Local Emergency Proclamation by Marin County or any incorporated city or town, requiring EOC activation to manage response and facilitate state or federal support.
- **Regional/Multi-Jurisdictional Events:** When incidents span multiple jurisdictions or functional disciplines (e.g., transportation, public health, utilities), requiring unified command and interagency coordination through the EOC.

■ Pre-Activation Categories

Prior to fully activating the Emergency Operations Plan, emergency conditions may be managed under one of two categories of readiness:

DUTY OFFICER STATUS AND ADDITIONAL DUTY OFFICER

At this level, the on-call Duty Officer within the Office of Emergency Management (OEM) monitors developing conditions, provides situational awareness, and coordinates with partner agencies as needed. Duty Officer Status allows the County to maintain situational readiness without formally activating the Department Operations Center (DOC) or Emergency Operations Center (EOC). General actions will be conducted by the Duty Officer to ensure the County and/or Operational Area partners have the resources, information, and/or coordination need to keep the incident contained.



To enhance coordination during transition periods, the Office of Emergency Management (OEM) may designate a second Duty Officer when an incident is either scaling up toward formal activation or winding down toward demobilization. The second Duty Officer provides additional capacity to support Operational Area partners, city and town emergency managers, and special districts, ensuring seamless situational awareness and information sharing. This practice allows OEM to balance ongoing operational needs with incident escalation or de-escalation, while maintaining strong support to the Marin Operational Area.

DEPARTMENT OPERATIONS CENTER (DOC) ACTIVATION

When an incident affects a single department's responsibilities but does not yet require countywide coordination, that department may activate its Department Operations Center (DOC). The DOC serves as a centralized space where the department can run the incident locally, providing a structured environment for command, control, and coordination of departmental resources. DOC activation strengthens coordination between the department's personnel, enabling them to manage operations efficiently while maintaining a clear chain of communication.

The DOC has two roles depending on the scale of activation:

- **Single DOC Activation:** When only one department is engaged, the DOC is responsible for both maintaining departmental operations and managing the incident response within its jurisdiction.
- **During an EOC Activation:** When the Emergency Operations Center (EOC) is activated, the EOC assumes responsibility for managing the incident, while the DOC shifts focus to sustaining the department's normal operations and providing support to the EOC as needed.

Departments with an activated DOC should coordinate directly with the OEM Duty Officer to provide timely situational updates and share essential information. This ensures that the County maintains a common operating picture and allows the OEM to anticipate when broader EOC activation or additional Operational Area support may be necessary.

If two or more DOCs are activated for the same incident, the response should transition to an EOC activation. This transition ensures cross-departmental coordination, resource prioritization, and unified support for the affected communities.



■ Distinction Between EOP Activation and EOC Activation

The activation of the Emergency Operations Plan (EOP) and the activation of the Emergency Operations Center (EOC) are related but distinct actions. However, activation of the EOC requires activation and use of the EOP.

- **EOP Activation:**

Refers to the implementation of the policies, procedures, authorities, and responsibilities outlined in the Emergency Operations Plan. Although the EOP is a policy document, activation of the plan ensures that all County departments and partner agencies operate within a coordinated and legally supported framework.

The EOP may be activated independently of the EOC when an incident requires the use of defined authorities, resource prioritization, emergency powers under Marin County Code Section 2.99, or formalized coordination across departments, but does not require physical or virtual activation of the EOC.

The EOP **shall be activated whenever the EOC is activated**, regardless of activation level.

- **EOC Activation:**

Refers specifically to the physical or virtual activation of the County's Emergency Operations Center to support multi-agency coordination, centralized decision-making, and operational support. EOC activation may occur at varying levels (Monitoring, Partial, or Full) depending on the scope and complexity of the incident.

Because the EOC operates under the authorities, policies, and coordination structures established in the EOP, activation of the EOC automatically requires implementation of the EOP.

Activation decisions are based on the nature of the incident, the level of coordination required, and the authorities that must be exercised. This framework ensures clarity of legal authority while maintaining flexibility to scale coordination structures appropriately to the situation.



■ Emergency Operations Center Locations

The Marin County Emergency Operations Center (EOC) serves as the central facility for coordinating County and Operational Area emergency response and recovery operations. The EOC is equipped with redundant communications, power supply, and information systems to support extended activations.

If the activation necessitates the need to move out of the primary EOC, staff shall look for alternates that can support the EOC structure at the equivalent level and/or expected level.

PRIMARY EOC LOCATION

- **1600 Los Gamos Drive, San Rafael**

The County's primary EOC is located at 1600 Los Gamos Drive. This facility is purpose-built for emergency operations and is the central hub for activation of the Emergency Operations Plan (EOP). It contains dedicated workspace, secure access, and integrated communications systems to support full-scale activations.

ALTERNATE EOC LOCATIONS – WITHIN MARIN COUNTY

1. **Civic Center Exhibit Hall, San Rafael**

The Exhibit Hall located on the Civic Center campus serves as the first alternate EOC. It provides a large, flexible space capable of accommodating personnel and equipment required for continuity of emergency operations.

2. **Mill Valley Community Center, Mill Valley**

The Mill Valley Community Center serves as the second alternate EOC. This facility provides geographic redundancy in Southern Marin and ensures that emergency coordination can continue should the primary and Civic Center sites be unavailable.

3. **North Marin Water District Headquarters, Novato**

The North Marin Water District Headquarters in Novato serves as a third alternate in-county EOC. This facility provides additional redundancy in Northern Marin, ensuring operational capacity in the event that southern or central county facilities are compromised.

4. **Field EOC – Mobile Command Trailer**

The County maintains the ability to establish a mobile Field EOC using a Mobile Command Trailer. This asset can be deployed anywhere within Marin County and is equipped with satellite internet and general response capabilities.

- a. The Field EOC may operate independently for rapid, on-scene coordination.
- b. The Mobile Command Post may also be co-located with a hotel, conference facility, or other site with ample space for staff to set up workstations, computers, whiteboards, parking, and staging areas. This approach provides greater flexibility and allows for expanded staffing and support operations in proximity to impacted areas.



ALTERNATIVE EOC LOCATIONS – OUTSIDE OF MARIN COUNTY

If conditions prevent activation of the primary or alternate EOCs within Marin County, the County will coordinate with Bay Area mutual aid partners to utilize pre-identified external facilities. The following are locations where the County has agreements in place:

1. **North Bay Mutual Aid EOC (Sonoma County)**

A facility within a partner North Bay county has been identified as a backup. This location ensures operational continuity and provides regional integration capabilities.

2. **East Bay Mutual Aid EOC (Contra Costa County)**

A second external location has been identified within the East Bay. This ensures additional redundancy and provides access to regional infrastructure and communications resources.

CONTINUITY AND TRANSITION

The Office of Emergency Management (OEM) will determine and announce activation of alternate or external EOC facilities when the primary site is unavailable or compromised. Transition procedures include the transfer of communications, essential records, and key personnel to maintain uninterrupted operations.

DELEGATION OF AUTHORITY AND REDUNDANCY

Each authorized position afforded the authority to activate the EOC may delegate activation authority to a qualified designee to ensure timely action in their absence. All designees must be trained and familiar with EOC procedures and authorities. Redundancy is critical to ensuring uninterrupted emergency response operations. The assigned person with authority is required to provide written notice to the Office of Emergency Management with persons who are approved designees. The approved designee list must be updated annually by July 1st.

In the event an incident occurs and persons with authority are not available, the Office of Emergency Management will maintain a list of approved persons within the Office of the County Executive who can activate the Emergency Operations Plan.

■ Levels of EOC Activation

When conditions exceed routine operations or DOC management, the Emergency Operations Plan may be formally activated at one of the following levels:

LEVEL 1: FULL ACTIVATION

The highest level of activation for major emergencies or disasters requiring countywide coordination, regional mutual aid, and emergency powers. All EOC Sections are staffed.

Examples: Major earthquake, countywide wildfire evacuations, tsunami requiring mass evacuation, large-scale public health emergency.



LEVEL 2: ENHANCED ACTIVATION

An enhanced level of activation when multi-departmental coordination is needed but the full EOC structure is not required. Selected EOC Sections are staffed.

Examples: Wildfire evacuation in a limited area, hazardous materials incident with localized evacuations, extended power outage affecting critical facilities, severe storm with localized flooding.

LEVEL 3: MINOR ACTIVATION

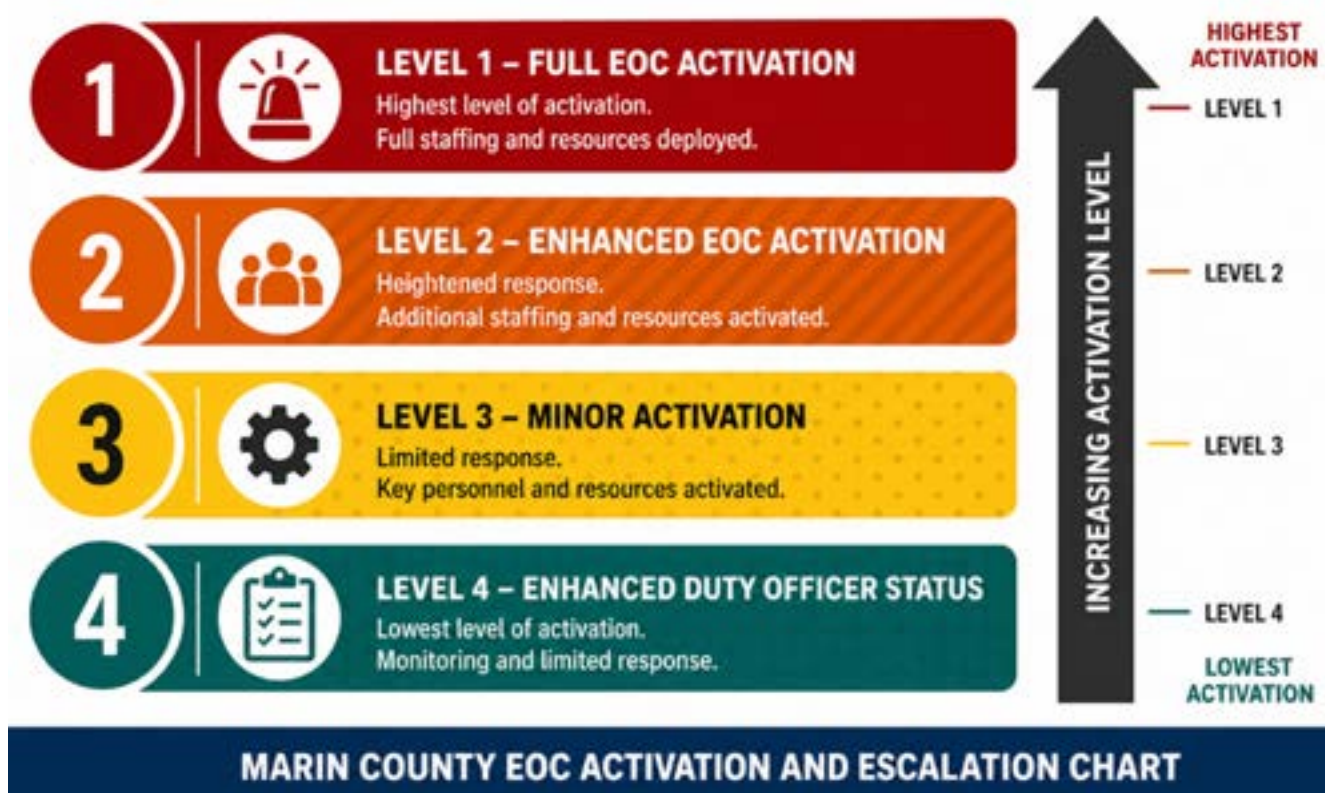
The lowest level of activation, used when conditions may escalate but require only minimal coordination. The EOC may be virtual or minimally staffed.

Examples: Red Flag Warnings, PG&E PSPS watch notifications, planned public events, early indicators of a public health issue.

LEVEL 4: ENHANCED DUTY OFFICER STATUS

An elevated monitoring and coordination posture that bridges Minor Activation and Enhanced Activation. This level is implemented when incident complexity, operational tempo, or duration exceeds the capacity of a single Duty Officer but does not yet require formal EOC section staffing.

This level provides increased staffing depth, improved operational resilience, and expanded coordination capability while maintaining a lean structure.





■ **Chapter 12: Emergency Proclamation Process and Coordination**

The proclamation of an emergency is a critical step in emergency management. It provides legal authority, unlocks access to mutual aid and reimbursement programs, and enables the use of extraordinary measures to protect life, property, and the environment. The following section outlines the types of emergency proclamations, the process for issuance, the authorities granted, and the coordination required among jurisdictions, the State, and the Federal government.

■ **Definitions – Types of Emergency Proclamations**

- **State of War Emergency:** Exists immediately, with or without a proclamation from the Governor, whenever the State or Nation is attacked by an enemy of the United States, or upon receipt of a warning from the Federal government that such an attack is probable or imminent.
- **State of Emergency:** Exists when the Governor proclaims conditions of disaster or extreme peril caused by events such as fire, flood, storm, epidemic, riot, drought, cyberterrorism, sudden and severe energy shortage, de-energization event, earthquake, or other conditions that are beyond the capacity of a single jurisdiction to manage and require mutual aid or extraordinary measures.
- **Local Emergency:** Exists when a city, town, special district, or county proclaims conditions of disaster or extreme peril that are beyond the control of that jurisdiction's services, personnel, equipment, and facilities, and require the combined forces of other political subdivisions.
- **Local Public Health Emergency:** A condition declared by the Public Health Officer when the actual or threatened existence of a communicable disease, contamination, environmental hazard, or other public health threat presents an immediate and substantial risk to life, health, or safety and requires extraordinary public health measures beyond routine authority.

The Public Health Officer shall declare an LPHE when such conditions necessitate enhanced public health intervention to prevent, control, or mitigate significant threats to the community's health. The LPHE, does not authorize EOC activation and/or expenditures.



■ Purpose of a Local Emergency Proclamation

A local emergency proclamation serves multiple essential purposes:

- Provides emergency authorities to issue rules, obtain resources, expend funds, and direct staff to respond.
- Establishes the legal condition to request mutual aid (outside of approved agreements).
- Enables requests for State and Federal support.
- Provides the basis for cost reimbursement from the State and Federal governments for eligible disaster-related expenditures.

■ Process for Issuing Emergency Proclamations

- **Incident Occurs:** First responders and emergency managers assess the situation and determine whether emergency conditions exist.
- **Local Jurisdiction Proclamation:** Cities, towns, or special districts issue their own local proclamations, which may trigger EOC activations and resource requests. Proclamations must be transmitted to Marin County OEM within **48 hours** of the incident.
- **Marin County Proclamation:**
 - If the Board of Supervisors (BOS) is in session, the County Executive, as Director of Emergency Services, requests the BOS to proclaim a local emergency.
 - If the BOS is not in session, the Director of Emergency Services (County Executive) or Assistant Director (OEM Director) may issue the proclamation, subject to BOS ratification within **seven (7) days**.
 - The County Public Health Officer retains authority to proclaim a local health emergency.
- **Renewal:** Proclamations must be reviewed by the BOS every **60 days** to determine if conditions persist or termination is appropriate.

■ County Role and Proclamation Consolidation

- All operational area partners are required to proclaim their own emergencies. These proclamations must be forwarded to the County OEM, which consolidates them with the County proclamation. Once approved / Proclaimed by the County Board of Supervisors, OEM will submit the package to the California Governor's Office of Emergency Services (Cal OES). Documentation typically includes:
 - Local jurisdiction proclamations
 - County proclamation
 - Initial Damage Estimate (IDE), when available and if necessary.



■ **State Coordination and Assistance**

- If the incident exceeds local and Operational Area capabilities, Marin County OEM submits the consolidated package to Cal OES, which reviews and may recommend a **Governor's State of Emergency Proclamation**.
- The Governor's proclamation enables:
 - Requests for State assistance under the California Emergency Services Act (ESA).
 - Access to cost reimbursement under the California Disaster Assistance Act (CDAA).
 - Waivers of State regulations that may impede response or recovery.
- Requests must generally be submitted within 10 days of the event.
- Resource Request may be submitted to the State via mutual aid; however, there are specific items that will require a local proclamation by the County and/or local jurisdiction.

■ **Federal Assistance**

- If conditions exceed State capacity, the Governor may request a **Presidential Emergency Declaration or Major Disaster Declaration** under the Robert T. Stafford Act. This step may unlock:
 - Federal financial and logistical support for state and local governments.
 - Assistance for private nonprofits and individuals.
 - Access to long-term recovery and hazard mitigation programs.
 - FEMA may conduct a **Preliminary Damage Assessment (PDA)** with State and local partners to determine eligibility and need. In catastrophic incidents, the President may issue a declaration without delay.

■ **Local Emergency Proclamation – Authorities**

By a Local Emergency Proclamation – Jurisdictions may:

- Request a Governor's State of Emergency.
- Issue, suspend, or enforce rules and regulations necessary for public protection (including curfews).
- Request and provide mutual aid.
- Requisition personnel, materials, and equipment from local departments or vendors.
- Obtain vital supplies through all reasonable means.
- Conduct emergency operations with protections from certain liabilities (per Article 17 of the Emergency Services Act).



By a State Emergency Proclamation – The Governor may:

- Exercise police powers within the affected area.
- Commandeer public and private property and personnel.
- Direct all State agencies to deploy personnel, facilities, and equipment.
- Waive or suspend regulations impeding emergency response.

The Emergency Proclamation process is a **multi-tiered system of authority and coordination**. Local jurisdictions must act quickly to proclaim and forward documentation to Marin County OEM. The County consolidates and advances requests to the State, which may then escalate to the Federal level if warranted. This process ensures that emergency powers, mutual aid, and critical funding streams are available to support response, recovery, and long-term community resilience.



■ **Chapter 13: Emergency Operations Center (EOC) Organization**

The Marin County Operational Area Emergency Operations Center (EOC) is organized to provide a coordinated and effective response to emergencies and disasters. The EOC structure follows the National Incident Management System (NIMS) and Incident Command System (ICS) principles, ensuring standardized functions, scalable organization, and integration of partner agencies.

This chapter describes the organization of the EOC, including the Policy Group and the five core functional Sections: Management, Planning and Intelligence, Finance and Administration, Logistics, and Operations. Each Section is staffed with designated leadership and specialized units that carry out their assigned responsibilities.

This chapter includes:

- Concept of Operations for an EOC
- Utilization of SEMS, ICS, and NIMS within the EOC
- Role of Elected Officials
- Activation and Demobilization of EOC Sections
- Emergency Organization Leadership
- Policy Group
- EOC Sections and Position Descriptions
- Disaster Service Workers
- EOC – ICP Integration

■ **Concept of Operations for the EOC**

The EOC is activated at the direction of the Director of Emergency Services and/or County officials with authorities as provided by Chapter 2.99 of the Marin County Code. Upon activation, the Policy Group, Management Section, and functional Sections are staffed according to the needs of the incident. Staffing is scalable: the EOC may begin with Section Managers only and expand as operational demands grow.

All Sections work collaboratively under the leadership of the EOC Director, with the Policy Group providing high-level policy direction. Each Section is responsible for fulfilling its assigned role, maintaining documentation, and ensuring integration with partner agencies. Disaster Service Workers (DSWs) may be activated to support all Sections.



The County of Marin implements a **modified National Incident Management System (NIMS) structure** for its Emergency Operations Center. While the foundation of the EOC is built on NIMS and Incident Command System (ICS) principles to ensure standardization and interoperability, the structure has been adapted to reflect the staffing capabilities, organizational needs, and operational realities of the County. This includes the integration of positions and functions not specifically described in NIMS guidance, such as Equity, Wellness, Donations Management, Disability and Access and Functional Needs (DAFN) advisement, and expanded Liaison roles, that are critical to Marin's community-focused and whole-of-government response. This tailored structure ensures that County operations remain consistent with national standards while addressing the unique needs of Marin County's residents, partner agencies, and operational area responsibilities.

■ **Utilization of SEMS, NIMS, and ICS**

Marin County employs the Standardized Emergency Management System (SEMS), National Incident Management System (NIMS), and Incident Command System (ICS) to organize its emergency management efforts. These frameworks facilitate a standardized and integrated response to incidents and ensure compatibility across different government levels and agencies.

■ **Role of Elected Officials**

Elected officials provide strategic policy direction the Director of Emergency Services, ratify proclaim local emergencies, and are to conduit of supporting and maintaining public trust through clear communication during emergencies. Their primary roles include:

- Issuing, ratifying, continuing, and terminating local emergency proclamations.
- Speaking on behalf of the jurisdiction in addition to department leadership.
- Communicating effectively with constituents.
- Ensuring continuity of governmental functions and services.

■ **Activation and Demobilization of EOC Sections**

Activation: Each Section activates under its Section Manager when the EOC is established. Initial activation may involve limited staffing, expanding as incident complexity grows. Priorities at activation include establishing communications, assessing needs, and ensuring critical functions are supported.

Demobilization: As incident response winds down, Sections will reduce staffing, close out resource requests, and transition responsibilities to recovery operations. Each Section contributes to demobilization planning, documentation, and the After-Action Report.



■ **Emergency Management Organization Leadership**

In accordance with the Marin County Municipal Code:

- The County Executive serves as the Director of Emergency Services.
- The Director of Emergency Management serves as the Assistant Director of Emergency Services.
- The Marin County Operational Area Disaster and Citizen Corps Council (Disaster Council) serves an advisory role to the Director of Emergency Management.

■ **County of Marin Policy Group**

The Policy Group serves as the highest decision-making body during emergency operations. Comprised of the County's elected and executive leadership, this group establishes the overarching policy framework that guides all emergency response and recovery activities. While the EOC is responsible for operational coordination, the Policy Group provides the authority, legal validation, and strategic priorities necessary for sustained operations. By ensuring decisions are consistent with county ordinances, state law, and community priorities, the Policy Group serves as the anchor of governance and accountability during disaster response.

COMPOSITION OF POLICY GROUP

- County Executive
- Sheriff
- County Fire Chief
- County Counsel
- Finance Director
- Director of Emergency Management
- EOC Director (If different from others)
- Department Head Representatives (appointed by the County Executive)
- Documentation and Policy Group Assistant

RESPONSIBILITIES

- Approves emergency proclamations and disaster declarations.
- Provides overall policy direction for EOC operations.
- Ensures fiscal and legal accountability.
- Supports coordinated public messaging.
- Sets strategic priorities for resource allocation.

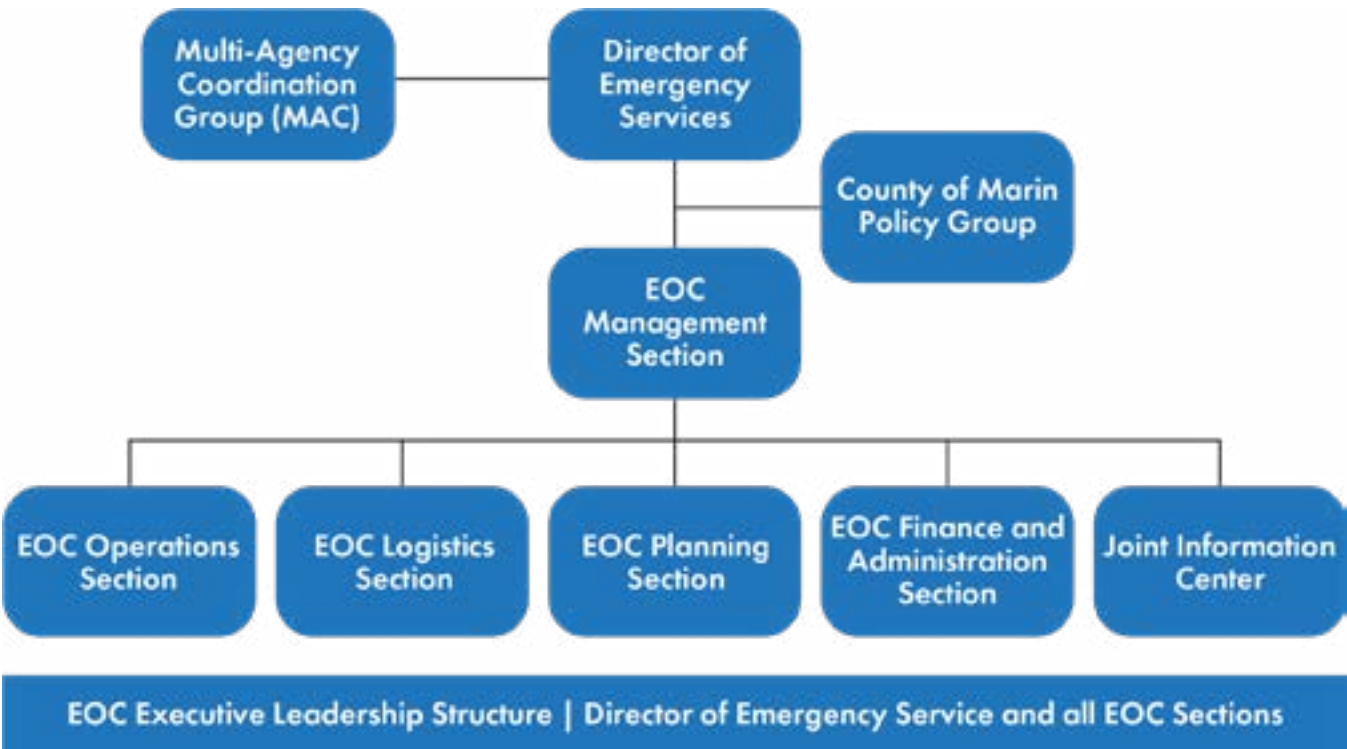


POLICY GROUP – EOC MANAGEMENT SECTION INTERFACE

The **Policy Group** and the **EOC Management Section** serve complementary but distinct functions within the County’s emergency organization. The Policy Group is comprised of elected officials and senior executives who provide overarching direction, establish policy, and make legally binding decisions such as emergency proclamations, fiscal commitments, and strategic priorities. By contrast, the EOC Management Section translates that policy direction into operational leadership for the Emergency Operations Center. The Management Section oversees day-to-day EOC activities, directs the functional Sections, manages public information, safety, and liaison functions, and ensures that the incident response is coordinated, equitable, and aligned with the policies established by the Policy Group. In short, the Policy Group determines **what must be done** at the highest level, while the Management Section directs **how it will be carried out** within the EOC.

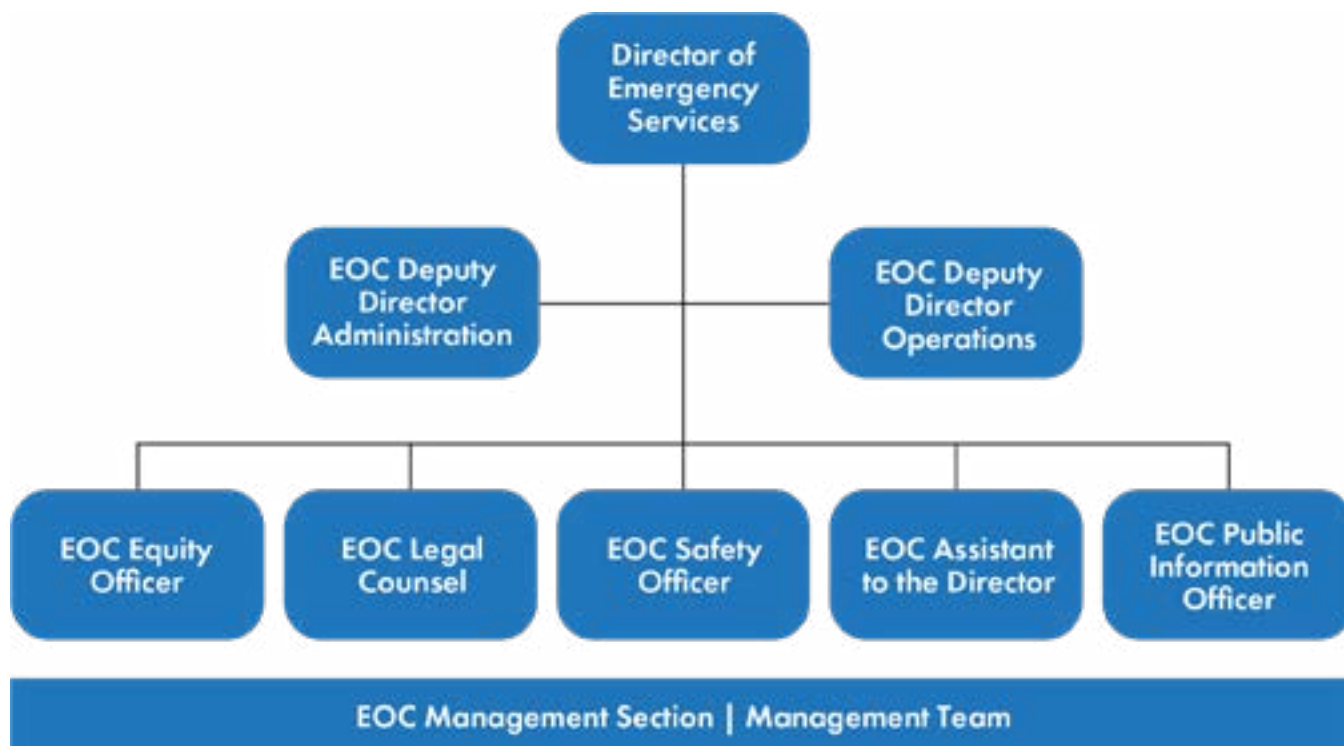
POLICY GROUP – MULTIAGENCY COORDINATION GROUP

The Policy Group may coordinate with other executive-level decision-making bodies through the **Multiagency Coordination Group (MAC Group)** when an incident involves multiple jurisdictions, agencies, or regions. Participation in the MAC Group allows the Policy Group to align priorities, resolve conflicts over critical resources, and ensure consistent policy decisions across organizational boundaries. Through this process, Marin County’s Policy Group contributes to a unified regional strategy while maintaining authority over local decisions and responsibilities.



■ Management Section

The Management Section provides the overall leadership and coordination necessary to sustain EOC operations. It integrates policy decisions from the Policy Group into actionable direction for the functional Sections of the EOC, while also ensuring staff safety, equity, wellness, and accountability. Management encompasses executive oversight, public information, liaison functions, legal advisement, and administrative support. This Section ensures that EOC operations remain coordinated, legally sound, and responsive to community needs.



- **EOC Director:** Provides overall leadership and management of the EOC, sets incident priorities, and ensures coordination across all sections.
- **EOC Deputy Director – Operations:** Assists the Director with strategic decision-making, ensures Management Section functions are coordinated.
- **EOC Deputy Director – Administration:** Oversees administrative and policy support, manages records, approvals, and high-level coordination with County leadership.
- **EOC Assistant to Director:** Provides direct support to the Director for scheduling, communications, and task tracking.
- **Legal Counsel:** Advises on legal authorities, emergency powers, liability, contracts, and compliance with state/federal law.
- **Equity Officer:** Ensures EOC decisions, communications, and operations reflect equity, accessibility, and inclusion.
- **Safety Officer:** Monitors EOC and response activities for responder safety, recommends corrective actions.



- **Public Information Officer (PIO):** Coordinates all public information, manages media, social media, and joint information system.
 - **Assistant PIOs (1 and 2, Law, Fire, HHS):** Support PIO by providing subject matter input and staffing specific public messaging functions.
- **EOC Coordinator:** Ensures EOC operations run smoothly, maintains documentation, and coordinates internal logistics.
- **EOC Security Officer:** Oversees facility security, manages access control, coordinates with law enforcement if needed.
- **EOC Systems Support:** Provides technical support for EOC systems including WebEOC, communications, and IT.
- **EOC Wellness Officer:** Monitors EOC staff well-being, manages rest, meals, and wellness support.
- **EOC Liaison Officer:** Coordinates with external partners and agencies.
 - **VOAD Liaison:** Coordinates with Voluntary Organizations Active in Disaster.
 - **Operational Area Liaison:** Ensures flow of information and requests between County OA and jurisdictions.
 - **Cooperating Agencies / Cal OES / NWS / Private Sector / Elected Officials Liaisons:** Serve as points of contact for respective entities, ensuring alignment and timely information exchange.

MANAGEMENT SECTION – RESPONSIBILITIES

- Provides overall leadership and coordination for EOC activities.
- Oversees equity, safety, security, and wellness for EOC staff.
- Directs the Public Information Officer and Joint Information Center.
- Ensures legal and policy guidance through County Counsel.
- Coordinates with elected officials and interagency partners.
- Supports all functional Sections and resource prioritization.



BUSINESS EMERGENCY OPERATIONS CENTER (BEOC)

The Business Emergency Operations Center (BEOC) serves as the County's dedicated coordination hub for private-sector engagement during emergencies and disasters. The BEOC will be associated with the Emergency Operations Center (EOC) Management Section and is led by the County's Chief Resilience Officer in collaboration with the Office of the County Executive's Economic Vitality Division.

The BEOC provides a structured venue for information sharing, resource coordination, and situational awareness between County government, private businesses, utilities, supply chain partners, and non-governmental organizations. Its purpose is to enhance community resilience by ensuring that the business sector is integrated into countywide response and recovery operations.

Functions of the BEOC

- **Economic Continuity:** Monitor and assess impacts to local businesses, economic stability, and critical supply chains.
- **Resource Coordination:** Identify and coordinate private-sector resources that may support EOC priorities, including facilities, logistics support, workforce, and specialized equipment.
- **Information Exchange:** Maintain two-way communication between the business community and the County EOC to ensure that timely updates, guidance, and operational needs are shared.
- **Recovery Support:** Serve as a liaison for private-sector recovery needs, including access to recovery programs, financial assistance, and reopening guidance.

Connection to the County EOC

The BEOC reports directly to the **EOC Liaison Officer / Chief Resilience Officer through the Management Section**. Its activities will be coordinated with the Operations, Logistics, and Planning Sections to ensure alignment with the EOC Action Plan. The Chief Resilience Officer, or designee, will represent the BEOC in EOC management meetings, ensuring private-sector considerations are incorporated into operational priorities.

Integration with Partners

The BEOC maintains standing relationships with chambers of commerce, industry associations, utilities, critical infrastructure owners/operators, and small business networks. During activations, representatives from these sectors may be invited to participate virtually or in person.

The inclusion of the BEOC ensures that the County's emergency management framework acknowledges the central role of the business community in both response and long-term recovery.



VOLUNTARY ORGANIZATIONS ACTIVE IN DISASTER (VOAD)

The Marin County Voluntary Organizations Active in Disaster (VOAD) serves as a critical coordination body within the County's Emergency Operations Center (EOC). The VOAD structure is aligned under the **EOC Management Section** and is jointly led by the **County Chief Resilience Officer** and the **County's Health and Human Services (HHS)**.

VOAD provides a unified platform for voluntary, community-based, and faith-based organizations to coordinate their disaster response and recovery activities. This structure ensures that nongovernmental partners are fully integrated into the County's emergency management system, supporting whole community response and recovery.

VOAD Roles and Responsibilities

- **Representation in the EOC:** VOAD representatives maintain a presence in the EOC during activations to coordinate with County leadership and ensure community needs are incorporated into the EOC Action Plan.
- **Resource Coordination:** VOAD helps identify, prioritize, and coordinate resources such as food, shelter, clothing, mental health services, and volunteer labor that can be provided by nonprofit and faith-based organizations.
- **Community Support Integration:** VOAD collaborates with the Operations Section, particularly the Deputy Manager for Community Support, to align volunteer and nongovernmental resources with shelter operations, Points of Distribution (PODs), recovery centers, and other community support services.
- **Information Sharing:** VOAD serves as a conduit for situational awareness between the EOC and community-based organizations, ensuring that the needs of vulnerable populations, including those with access and functional needs, are communicated and addressed.
- **Recovery Transition:** VOAD plays a central role in supporting long-term recovery by coordinating the efforts of member organizations, linking survivors with case management, financial assistance, and rebuilding resources.

Connection to the County EOC

The VOAD function is embedded into the County's EOC structure to strengthen whole community response and maximize coordination with non-governmental partners. VOAD participation in the EOC ensures:

- Alignment of voluntary agency activities with County priorities.
- Reduced duplication of effort and more efficient use of community resources.
- Support for equity-focused disaster response by addressing unmet needs across all communities.

Through this integration, Marin County ensures that the skills, networks, and resources of voluntary and faith-based organizations are effectively leveraged during disasters, enhancing the County's ability to meet the needs of survivors and accelerate community recovery.





VOAD Role in Managing Unaffiliated Volunteers

During major incidents, large numbers of well-intentioned community members may arrive offering assistance outside of established systems. These unaffiliated spontaneous volunteers can provide valuable support but also present challenges related to safety, liability, training, and coordination.

The Marin County Voluntary Organizations Active in Disaster (VOAD), working in partnership with the EOC's Management Section and the County's Chief Resilience Officer, will serve as the lead agency for coordinating unaffiliated volunteers. This includes:

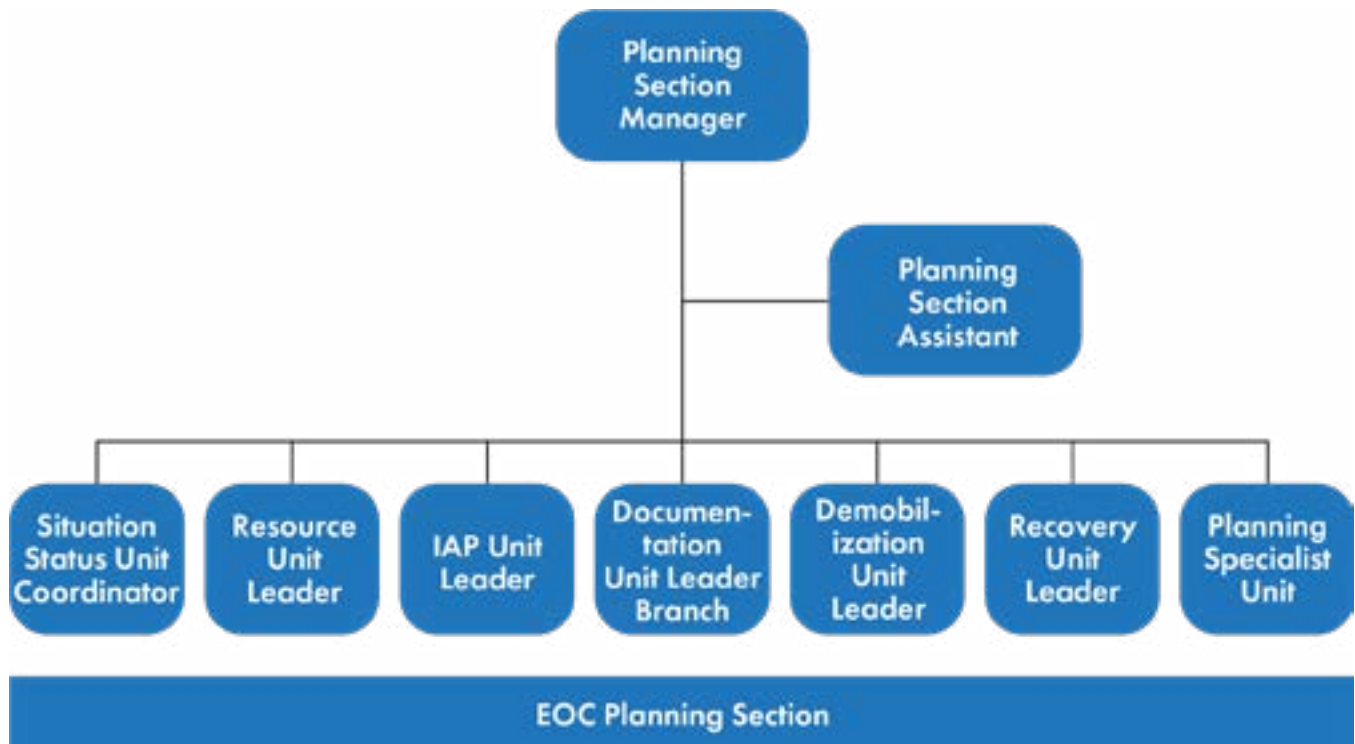
- **Volunteer Intake and Management:** VOAD partners will establish processes to receive, screen, and match spontaneous volunteers with appropriate tasks under the direction of participating NGOs and community-based organizations.
- **Safety and Liability Controls:** Unaffiliated volunteers will not be assigned to official emergency response operations through the EOC. Instead, VOAD will connect these volunteers with nonprofit, faith-based, and community groups able to accept their support.
- **Resource Matching:** VOAD will track offers of volunteer assistance and align them with unmet needs in sheltering, feeding, donations management, recovery services, and other community support activities.
- **Coordination with the EOC:** The VOAD liaison will report regularly to the EOC Management Section on volunteer activity levels, unmet needs, and resource gaps, ensuring visibility of spontaneous volunteer contributions while keeping EOC operations focused on affiliated and credentialed responders.

By designating VOAD as the lead for unaffiliated volunteer coordination, the County ensures that community goodwill is channeled effectively while maintaining safety, accountability, and compliance with State Disaster Service Worker requirements



■ Planning and Intelligence Section

The Planning and Intelligence Section serves as the analytical and forward-looking arm of the EOC. It is responsible for transforming incoming information into a clear operational picture, maintaining situational awareness, and anticipating future needs. Through its assessment, documentation, and planning functions, this Section enables the EOC to make data-driven decisions and align operational priorities. In addition to supporting immediate response operations, the Planning and Intelligence Section also sets the foundation for recovery by identifying long-term impacts, developing demobilization strategies, and ensuring comprehensive records of all incident activities.



ORGANIZATION OF PLANNING SECTION

- Planning and Intelligence Section Manager
- Situation Status Unit (Incident Assessment, Community Assessment, Government Assessment, Roads and Bridges, Facility Status, Displays, Data Analysis, GIS)
- Action Planning Unit (Immediate Actions, Advanced Planning, Recovery Planning, IAP Specialists)
- Resource Unit (Personnel and Equipment Resource Specialists)
- Documentation Unit (Field, Digital, EOC Documentation)
- Demobilization Unit (Field and EOC Demobilization Specialists)



PLANNING AND INTELLIGENCE SECTION

The Planning and Intelligence Section is responsible for gathering, analyzing, and sharing information to support decision-making. This section develops the EOC Action Plan (EAP), tracks resources and situational status, and ensures documentation of all activities. Depending on the incident, the section may operate with a small core team or expand to include specialized units for technical analysis, mapping, and recovery planning.

- **Planning and Intelligence Section Manager:** Leads all planning, intelligence, and documentation efforts.
- **Planning Section Assistant:** Provides clerical and technical support to section activities.
- **Situation Status Unit Coordinator:** Tracks, verifies, and reports incident status.
 - **Incident Assessment / Community Assessment / Government Assessment Specialists:** Collect and analyze incident impacts across sectors.
 - **Roads, Facilities, Data, GIS, Displays Specialists:** Provide status and visual situational awareness.
- **Resource Unit Coordinator:** Tracks and maintains status of personnel and equipment resources.
- **IAP Unit Coordinator:** Develops Incident Action Plans (IAPs) and EOC Action Plans (EAPs).
 - **IAP/EAP Specialist, Immediate Actions Planner, Advanced Planner, Recovery Planner:** Support specific planning horizons.
- **Planning Specialists (Law, Fire, Health, Human Services, Public Works):** Provide subject matter input for plans and situational analysis.
- **Documentation Unit Coordinator:** Ensures incident records are maintained.
 - **Field/EOC/Digital Documentation Specialists:** Collect and archive records in multiple formats.
- **Demobilization Unit Coordinator:** Plans for orderly release of resources.
 - **Field/EOC Demobilization Specialists:** Implement demobilization processes.
- **Recovery Unit Coordinator:** Long-Term Planning for incident recovery needs.
 - **Recovery Specialists:** Develops robust plans for long-term incident recovery.

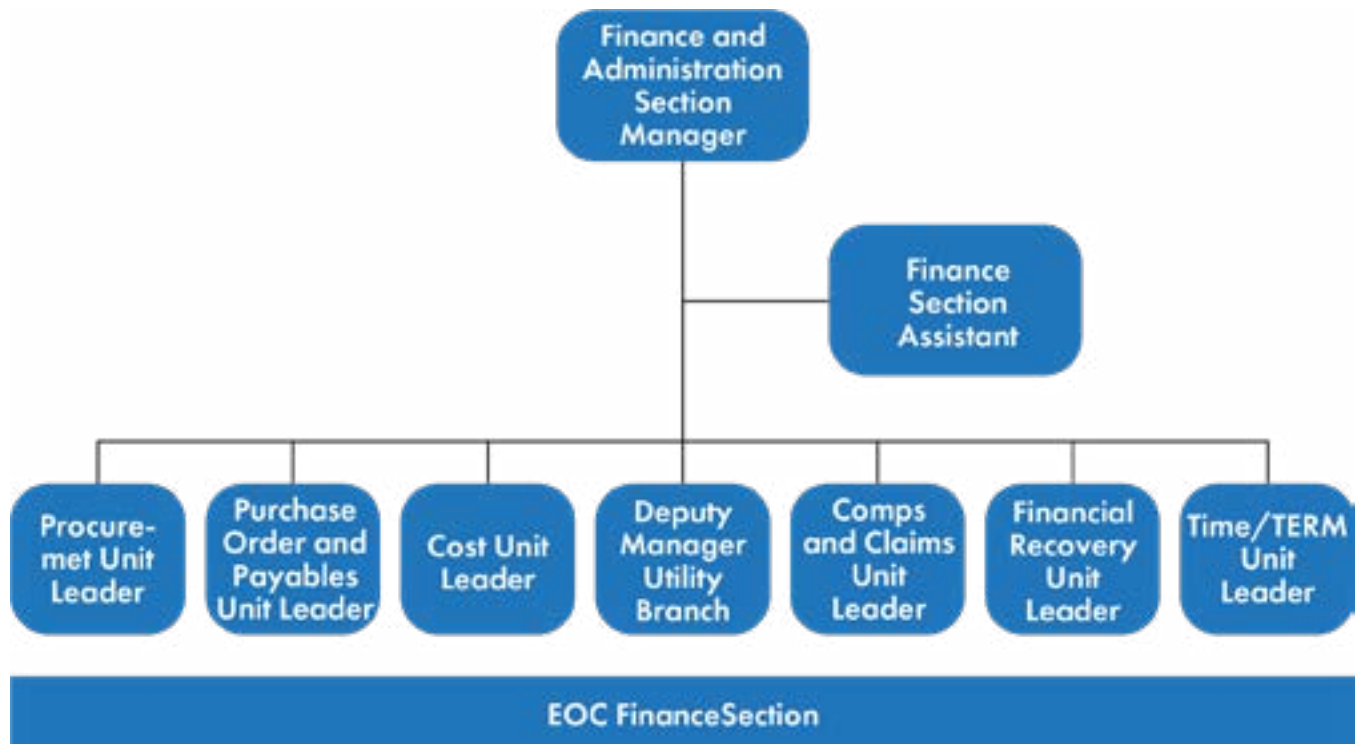
PLANNING AND INTELLIGENCE SECTION RESPONSIBILITIES

- Develops and updates the EOC Action Plan.
- Collects, evaluates, and disseminates situational information.
- Maintains GIS mapping, data analysis, and visual displays.
- Tracks resources in coordination with Logistics.
- Documents all incident activities for after-action and recovery.
- Plans for demobilization and recovery transition.



■ Finance and Administration Section

The Finance and Administration Section provides the financial and administrative backbone for EOC operations. It ensures that all procurement, risk, claims, payroll, contracting, and cost-tracking activities are conducted in a compliant and accountable manner. This Section is essential for enabling sustained operations, as it manages the flow of funds, documentation of eligible costs, and preparation of reimbursement packages to state and federal partners. In addition to supporting immediate financial needs, Finance and Administration plays a critical role in recovery by facilitating disaster cost recovery and ensuring continuity of county government financial systems.



ORGANIZATION OF FINANCE AND ADMINISTRATION SECTION

- Finance and Administration Section Manager
- Procurement Unit Coordinator (with CalCard Specialist)
- Compensation and Claims Unit Coordinator
- Timekeeping Unit and TERM Coordinator
- Reconciliation/Payables Unit Coordinator
- Cost Unit Coordinator
- Controller/Auditor Unit Coordinator
- Treasury Unit Coordinator
- Financial Recovery and Reconstitution Unit Coordinator
- Finance Section Assistant



FINANCE SECTION

The Finance Section manages the financial aspects of emergency operations, including cost tracking, procurement oversight, timekeeping, and claims management. This section ensures fiscal accountability and supports disaster cost recovery efforts with state and federal partners. The structure can be scaled from a minimal team handling basic approvals to a robust section coordinating complex recovery funding and audits.

- **Finance Section Manager:** Oversees financial tracking, procurement, cost recovery, and claims.
- **Finance Section Assistant:** Provides administrative support.
- **Procurement Unit Coordinator:** Manages purchasing of emergency supplies and services.
 - **CALCard Specialist:** Handles purchasing card transactions and reconciliation.
- **Reconciliation / Payables Unit Coordinator:** Manages invoices and vendor payments.
- **Cost Unit Coordinator:** Tracks and reports incident costs.
- **Compensation and Claims Coordinator:** Manages injury, property damage, or liability claims.
- **Financial Recovery and Reconstitution Coordinator:** Prepares documentation for state/federal reimbursement.
- **Controller / Auditor Coordinator:** Ensures financial accuracy, audit compliance.
- **Treasury Unit Coordinator:** Manages cash flow and County treasury coordination.
- **Timekeeping Unit Coordinator:** Tracks staff time and ensures compliance.
- **TERM Coordinator:** Tracks costs and resources specific to Temporary Emergency Response Measures.

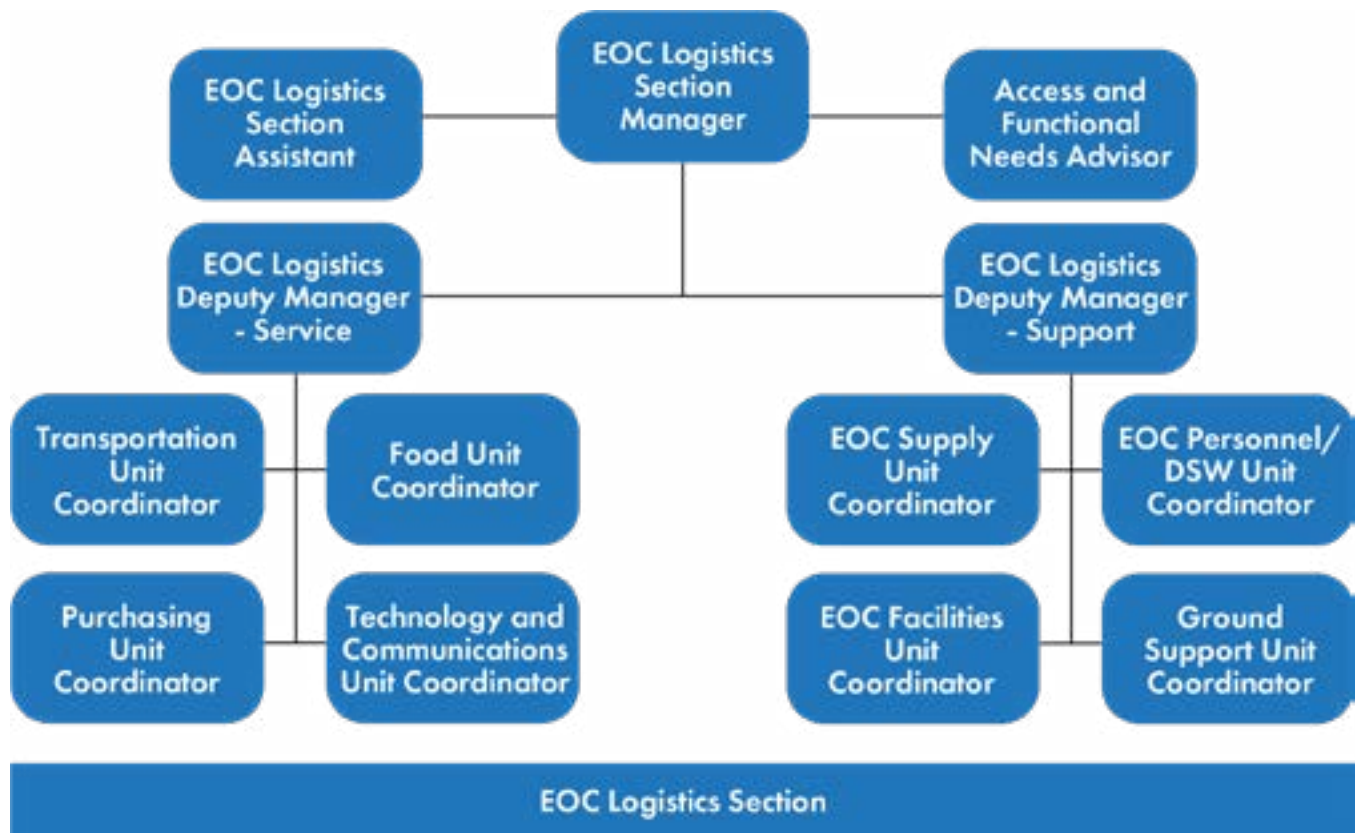
FINANCE AND ADMINISTRATION RESPONSIBILITIES

- Tracks costs and manages financial accountability.
- Processes contracts, claims, and vendor payments.
- Oversees payroll, timekeeping, and compensation.
- Coordinates procurement with Logistics.
- Leads disaster financial recovery efforts and prepares reimbursement documentation for Cal OES/FEMA.
- Ensures compliance with county, state, and federal finance laws.



■ Logistics Section

The Logistics Section is responsible for ensuring that all resources, personnel, and services needed to support EOC and field operations are available and sustained throughout an incident. It provides the operational backbone that allows responders and decision-makers to remain focused on their missions by supplying facilities, equipment, communications, transportation, food, medical support, and personnel. Marin County's Logistics Section also incorporates roles not traditionally described in the NIMS model, including equity-based resource allocation, DAFN advisement, and expanded volunteer and donations management. This tailored structure ensures that resource delivery is equitable, efficient, and adaptable to the diverse needs of Marin's communities.



ORGANIZATION OF LOGISTICS SECTION

- Logistics Section Manager
- Deputy Manager – Support Branch
- Deputy Manager – Service Branch
- Logistics Section Assistant
- **Support Branch Units**
 - Supply Unit Coordinator (Staging and Ground Support Specialist, Donations Management Specialist)
 - Personnel Unit Coordinator (DSW Personnel Specialists, DSW Volunteer Specialists)
 - Facilities Unit Coordinator
- **Service Branch Units**
 - Purchasing Unit Coordinator (Purchasing Specialists 1 and 2)
 - Food Unit Specialist
 - Internal Medical Unit Specialist (Personnel Medical Supplies)
 - Communications Unit Coordinator
 - Information and Technology Unit Coordinator
 - Transportation and Fleet Unit Coordinator
 - DAFN Resource Unit Advisor



LOGISTICS SECTION

The Logistics Section ensures that personnel, equipment, facilities, and essential services are available to support operations. This includes resource ordering, IT and communications systems, transportation, and volunteer management. Depending on the incident, the section may activate specialized units such as donations management or access and functional needs support, providing the flexibility to meet both immediate and long-term operational demands.

- **Logistics Section Manager:** Provides facilities, services, and material support for EOC and field operations.
- **Logistics Section Assistant:** Provides clerical and tracking support.
- **Deputy Manager – Support Branch:** Oversees supplies, staging, donations, and facilities.
 - **Supply, Ground Support, Donations, Facilities Coordinators:** Manage procurement and physical resources.
 - **Personnel and DSW Specialists:** Track and assign disaster service workers (DSWs).
- **Deputy Manager – Service Branch:** Oversees purchasing, food, medical supply, transportation, and communications.
 - **Purchasing, Food, Medical Supplies, Transportation, IT/Comms Coordinators:** Ensure staff and field responders have needed services.
- **Access and Functional Needs Advisor:** Ensures logistics planning accounts for accessibility and AFN considerations.

LOGISTICS SECTION RESPONSIBILITIES

- Provides supplies, equipment, and staging support.
- Manages procurement in coordination with Finance.
- Oversees food and medical supply support for responders.
- Ensures functionality of communications and IT systems.
- Coordinates transportation, fleet, and fuel operations.
- Provides facilities support and identifies alternate EOC locations.
- Ensures integration of Disability and Access and Functional Needs (DAFN) considerations.
- Tracks personnel resources, including DSWs and volunteers.



ENHANCED DOCUMENTATION AND ENVIRONMENTAL/HISTORIC PRESERVATION (EHP) COMPLIANCE

All **temporary facilities** established to support response and recovery operations (shelters, points of distribution, staging areas, emergency medical facilities, etc.) must be fully documented to comply with **Environmental and Historic Preservation (EHP) requirements**.

- The **Operations Section** is responsible for initiating site documentation upon establishment, including photographs, maps, site layouts, and written descriptions of use.
- The **Planning Section – Documentation Unit** will ensure that these records are maintained and uploaded into the County’s EOC documentation system.
- Photographs must capture **pre-use, during-use, and post-use conditions**.
- Any environmental considerations (wetlands, cultural sites, protected species, hazardous waste) will be flagged and routed to the County Planning Division and Environmental Compliance staff for review.
- This documentation supports compliance with federal law and ensures eligibility for FEMA reimbursement.

INCORPORATION OF AFFILIATE VOLUNTEER GROUPS VIA DSW-VOLUNTEER STRUCTURES

Community Emergency Response Team (CERT)

- **Primary Functions:** Neighborhood-level support including damage assessment, basic medical aid, shelter assistance, logistical support, and information relay to the EOC.
- **EOC Coordination:** CERT program coordinators will report through the **Operations Section – Community Support Branch** to align CERT activities with countywide objectives.
- **DSW Compliance:** CERT members must be pre-registered as DSW volunteers or registered at the time of activation.

Marin Medical Reserve Corps (MMRC)

- **Primary Functions:** Medical surge staffing for shelters, points of dispensing (PODs), vaccination sites, first aid stations, behavioral health support, and community triage.
- **EOC Coordination:** MMRC will coordinate through the **Operations Section – Health and Medical Branch**, under the guidance of the County Health and Human Services Department.
- **DSW Compliance:** All MMRC volunteers must be registered as DSWs, with medical licensure verified and documented prior to deployment.



Sheriff's Office Search and Rescue (SAR)

- **Primary Functions:** Wilderness search and rescue, technical rescues, missing persons operations, field support to law enforcement, and disaster reconnaissance.
- **EOC Coordination:** SAR resources are integrated through the Operations Section – Law Enforcement Branch. SAR requests and deployments will be coordinated with field Incident Command Posts (ICPs) and documented within the EOC.
- **DSW Compliance:** SAR volunteers are registered as DSWs under the Sheriff's Office and must maintain active status for deployment.

VOLUNTEER MANAGEMENT AND DOCUMENTATION

- **Resource Requests:** All requests for CERT, MMRC, or SAR volunteers must flow through the EOC Planning Section to ensure alignment with objectives, documentation, and cost recovery.
- **Check-In/Check-Out:** Volunteers must check in with the EOC or designated field site manager and complete an ICS 214 or digital activity logs for each operational period.
- **Shift Assignments:** Volunteers may be assigned in 8- or 12-hour shifts, with rest and rotation requirements consistent with EOC staff guidelines.
- **Safety and Support:** The County will provide appropriate PPE, food, water, and if necessary, temporary housing for volunteers engaged in extended operations.

Liability, Safety, and Ethical Standards

All volunteers integrated into the EOC response structure must follow the County's **Code of Conduct for Regular Personnel (PMRs)**, respect confidentiality, and comply with directives from the EOC. DSW registration provides liability protections, but volunteers are expected to carry out duties within the scope of their assignment and training.

Volunteer Integration in the EOC

The County of Marin recognizes the value of volunteers in supporting emergency operations. Volunteers may arrive in two forms: **affiliated volunteers**, who are pre-trained and assigned through established County or partner programs, and **unaffiliated spontaneous volunteers**, who offer assistance during an incident but are not part of a recognized organization.



Affiliated Volunteers

Affiliated volunteers, such as those from Community Emergency Response Teams (CERT), the Marin Medical Reserve Corps (MMRC), and Sheriff's Search and Rescue (SAR), are considered integral parts of the County's emergency response system. These volunteers are:

- **Registered as Disaster Service Workers (DSWs):** California law requires that volunteers activated by local governments must be registered as DSWs to receive liability protection, workers' compensation, and formal assignment under emergency authorities.
- **Deployed Through the EOC:** When activated, affiliated volunteer organizations will coordinate through the Operations Section of the EOC. Assignment of missions will be logged, tracked, and demobilized consistent with EOC resource management practices.
- **Integrated Into Response Functions:**
 - CERT teams may assist with neighborhood damage assessments, shelter support, and logistical tasks.
 - MMRC volunteers may provide surge medical and public health support under the coordination of the Health and Human Services Department.
 - Sheriff's SAR will continue to focus on field search, rescue, and recovery missions under public safety coordination.

Affiliated volunteer programs must ensure their members are trained, credentialed, and tracked through just-in-time assignment logs (ICS 214 or digital activity logs) to meet documentation and reimbursement requirements.

Unaffiliated Volunteers

Spontaneous or unaffiliated volunteers, while well-intentioned, often lack training, background checks, and liability coverage. The EOC will not directly manage these individuals. Instead:

- **Referral to Established Channels:** Unaffiliated volunteers will be referred to local non-governmental organizations (NGOs), Voluntary Organizations Active in Disaster (VOAD) partners, and community-based organizations that are prepared to intake and manage spontaneous volunteers.
- **Safety and Liability:** The County will clearly communicate that spontaneous volunteers cannot be integrated into official response operations unless and until they are properly registered as DSWs and assigned by an authorized agency. This ensures safety, accountability, and eligibility for workers' compensation.
- **Coordination Role of VOAD:** The County's VOAD partners will serve as the primary interface for unaffiliated volunteer offers, ensuring those individuals are safely matched with community needs outside of the EOC's direct span of control.

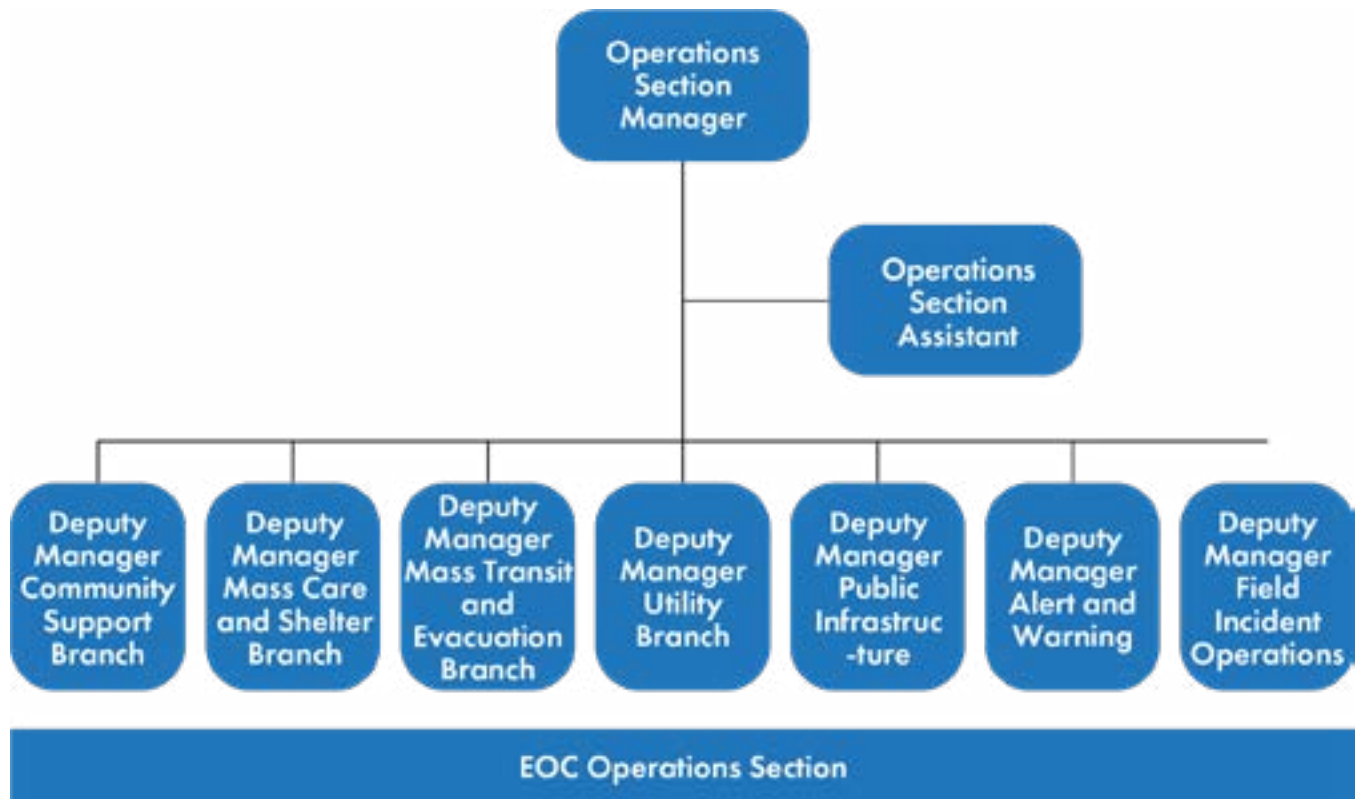
DOCUMENTATION AND ACCOUNTABILITY

All affiliated volunteer missions assigned through the EOC must be documented in accordance with ICS standards. Personnel timekeeping, safety monitoring, and assignment tracking are mandatory for liability protection, reimbursement, and after-action reporting.



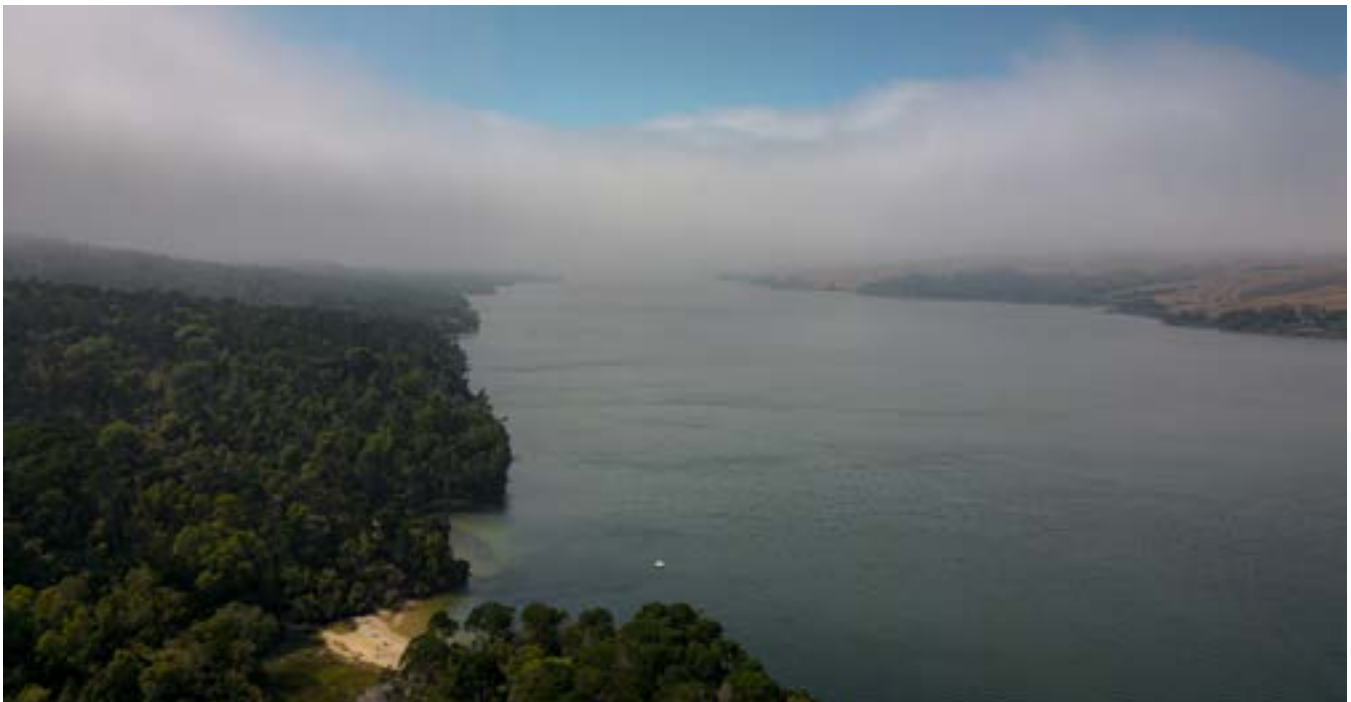
■ Operations Section

The Operations Section serves as the action arm of the EOC, directly supporting tactical missions and community-facing services. It coordinates with field Incident Command and partner agencies to ensure the delivery of public safety, health, sheltering, evacuation, and infrastructure support. Operations is responsible for translating EOC objectives into tangible outcomes for the community, ensuring that resources, personnel, and services reach those in need. The Section also integrates the County's numerous partners, including cities, towns, sanitary and water districts, community service districts, and nonprofits, into a unified response structure. By bridging the gap between policy direction, logistics support, and community needs, the Operations Section ensures effective, whole-community emergency response.



ORGANIZATION OF THE OPERATIONS SECTION

- Operations Section Manager
- Deputy Managers: Community Support, Utility Infrastructure, Infrastructure Field Operations, Field Operations, and Alert and Warning.
- Branches and Units:
 - Mass Care and Shelter (Public Mass Care, Staff Mass Care, Red Cross Rep)
 - Mass Transportation and Evacuation
 - Temporary Evacuation Point
 - Public Health/EMS/Behavioral Health/Environmental Health
 - Animal Care and Control
 - Points of Distribution (PODs)
 - Building and Safety Assessment
 - Debris Removal
 - Facilities Assessment and Continuity
 - County Engineering/Infrastructure Assessment
 - Liaison and Field Command Posts (Cities/Towns, Sanitary Districts, Water Districts, Community Service Districts)
 - Alert and Warning – Internal
 - Alert and Warning – Public
 - Depending on the incident, the Operations Section may add unique branches that are focused on implementation of a function.



OPERATIONS SECTION

The Operations Section directs and coordinates tactical support to the field, ensuring community needs are met across health, medical, sheltering, infrastructure, utilities, and public safety functions. This section is highly scalable: during smaller incidents, a single Deputy Manager may cover multiple areas, while large or complex events may require fully staffed branches with agency representatives from utilities, public health, or mutual aid partners.

Operations Section Manager: Directs and oversees all operational activities coordinated through the EOC. Ensures tactical support to the field aligns with EOC objectives.

- **Operations Section Assistant:** Provides administrative and coordination support to the Section Manager.

Community Support Branch

- **Deputy Manager – Community Support:** Coordinates public health, medical, behavioral health, shelter, animal care, and environmental health services.
- **Public Health Unit Coordinator:** Oversees health-related response, including disease surveillance, medical surge coordination, and public health protection.
- **Behavioral / Mental Health Staff:** Provides mental and behavioral health support to affected populations and responders.
- **Public Medical / EMS Unit Coordinator:** Coordinates emergency medical services, hospitals, and pre-hospital care resources.
- **Animal Care and Control Unit Coordinator:** Manages animal sheltering, rescue, and veterinary coordination.
- **Environmental Health Staff:** Oversees food safety, sanitation, hazardous materials, and environmental hazards impacting community health.

Mass Care and Shelter Branch

- **Mass Care and Shelter Branch Coordinator:** Directs mass care operations, including sheltering and feeding.
- **Public Mass Care Unit Coordinator:** Manages general population shelters and temporary housing facilities.
- **Staff Mass Care Unit Coordinator:** Provides feeding, lodging, and support for emergency responders and staff.
- **Red Cross Agency Representative:** Liaises with the American Red Cross to coordinate shelter and mass care services.
- **Field Shelter Managers:** Manage shelter facilities, operations, and staff at assigned shelter sites.





Mass Transportation and Evacuation Branch

- **Mass Transportation and Evacuation Branch Coordinator:** Oversees transportation resources and evacuation support.
- **Mass Transportation Operations Unit Coordinator:** Directs transit operations, bus deployment, and special needs transportation.
- **Temporary Evacuation Point Branch Coordinator:** Establishes and manages temporary evacuation points (TEPs) for displaced residents.
- **Field TEP Managers:** Supervise individual TEP sites, ensuring safety, registration, and onward transport.
- **Points of Distribution Unit Coordinator:** Coordinates logistics for distributing food, water, and emergency supplies.
- **Field POD Managers:** Manage POD sites to ensure efficient distribution of supplies to the public.

Utility Infrastructure Branch

- **Deputy Manager – Utility Infrastructure:** Coordinates with utility providers for continuity of power, water, sanitation, and telecom services.
- **PG&E Agency Representative:** Represents Pacific Gas and Electric; manages electrical restoration and safety issues.
- **Water District Agency Coordinator:** Liaises with water districts to ensure potable water supply and system stability.
- **Marin County Water District Representatives:** Includes Marin Municipal Water, North Marin Water, and other listed water districts.
- **Sanitation District Agency Representative:** Represents sanitation districts; oversees sewage and wastewater continuity.
- **Marin County Sanitary District Representatives:** Includes Almonte SD, Homestead Valley SD, Sanitary Districts 1, 2, 3, etc.
- **Telecommunications Agency Representative:** Coordinates with telecom providers to maintain communications infrastructure.
- **Mobile Telecommunications Agency Representative:** Coordinates with mobile carriers for cell tower restoration and mobile network continuity.



Infrastructure Field Operations Branch

- **Deputy Manager – Infrastructure Field Operations:** Directs field-level assessments and engineering support for infrastructure.
- **Building and Safety Assessment Branch Coordinator:** Leads inspection of buildings for safety and habitability.
- **Engineering Assessment Branch Coordinator:** Directs engineers to assess and restore public infrastructure.
- **Debris Removal Branch Coordinator:** Organizes debris clearance to restore access and reduce hazards.
- **Facilities Assessment and Continuity Branch Coordinator:** Assesses County facilities for damage and continuity of government operations.
- **Community Services District Coordinator:** Coordinates with local community services districts (CSDs) for infrastructure needs.
- **Community Services District Representatives:** Includes Marinwood, Bolinas, Muir Beach, Tamalpais, Tomales Village, etc.



Alert and Warning Branch

- **Deputy Manager – Alert and Warning:** Coordinates and oversees all public alert and warning activities during an incident. Works closely with the Public Information Officer, Operations Section Manager, and external partners to ensure timely, accurate, and accessible emergency messaging. Responsible for activating local, regional, and state-approved alert and warning systems (e.g., Wireless Emergency Alerts, AlertMarin, EAS, NOAA Weather Radio) in alignment with established protocols and legal authorities.
- **Alert and Warning Operator 1:** Operates alerting platforms, drafts and issues alerts as directed by the Deputy Manager, maintains real-time situational awareness of system status, and documents all actions. Provides technical support for alert dissemination tools.
- **Alert and Warning Operator 2:** Provides redundancy and surge capacity for alert issuance, assists with message verification and approvals, and ensures alerting records are properly logged. Supports monitoring of message reach and effectiveness, including coordination with Joint Information System partners to confirm dissemination across multiple channels.

Incident Operations Branch

- **Deputy Manager – Field Operations:** Acts as EOC liaison to field Incident Command Posts (ICPs), coordinating tactical resource needs.
- **Field Unified Command – Fire/Law:** Represents unified command from field ICPs for fire and law enforcement operations.
- **Command Post – Cities and Towns:** Represents municipal ICPs for coordination with the County EOC.
- **EOC Liaison Staff:** Provides direct communication link between city/town command posts and the EOC.

OPERATION SECTION RESPONSIBILITIES

- Directs tactical operations in support of field response.
- Provides sheltering, evacuation, and mass care.
- Supports public health, EMS, behavioral health, and environmental health needs.
- Manages utilities, sanitation, water, telecommunications, and infrastructure assessments.
- Coordinates with cities, towns, CSDs, sanitary districts, and water districts.
- Oversees debris management and safety inspections.
- Ensures animal care and control services are maintained.



Operations Section – Deputy Managers

The Operations Section is structured with multiple Deputy Managers to ensure effective coordination across the diverse missions of Marin County's emergency operations. Each Deputy Manager oversees a distinct scope of work that reflects the County's complex mix of jurisdictional responsibilities, community services, and infrastructure needs. This model distributes operational leadership, ensures integration with partner agencies, and provides scalability for incidents of any size.

Deputy Manager – Community Support Operations

The Deputy Manager for Community Support Operations oversees EOC coordination of services that directly support disaster survivors and the broader community. This includes **mass care and sheltering, temporary evacuation points, points of distribution (PODs), animal care and control**, and other human services functions. This role ensures that shelter operations are adequately resourced, accessible to all populations (including those with disabilities and access and functional needs), and coordinated with the American Red Cross, Health and Human Services, community-based organizations, and volunteer groups. The Deputy Manager ensures that PODs and shelters are integrated with Logistics for supplies, that survivor needs are relayed into EOC planning, and that behavioral health, reunification, and other essential services are incorporated into response operations.

Deputy Manager – Utility Infrastructure Operations

The Deputy Manager for Utility Infrastructure Operations is responsible for coordination with utility providers and special districts to sustain and restore essential services, including **power, water, sanitation, and telecommunications**. This role ensures timely reporting of utility impacts, prioritization of restoration activities, and integration of utility resource requests into the EOC system. The Deputy Manager liaises directly with representatives from PG&E, water districts, sanitation districts, and telecommunications providers, ensuring that countywide priorities are balanced with specialized technical operations.

(**Note:** Within traditional ICS models, this function is linked to the Management Section; however, the County has reviewed this model and determined that the most effective space for the infrastructure partners to liaise is with operational-minded partners and field responders.)

Deputy Manager – Infrastructure Field Operations

The Deputy Manager for Infrastructure Field Operations directs tactical missions related to the built environment, including **building and safety inspections, debris clearance, and facilities continuity assessments**. This role integrates the work of county engineers, public works staff, and mutual aid partners to ensure that government facilities and critical infrastructure are assessed quickly, hazards are mitigated, and re-entry operations proceed safely. The Deputy Manager also ensures that field assessments and debris operations are documented in compliance with disaster cost recovery requirements.



Deputy Manager – Field Operations

The Deputy Manager for Field Operations focuses on **Incident Command Posts (ICPs)** established by cities, towns, and other agencies. This role serves as the primary coordination point between the EOC and ICPs, ensuring that field incident commanders receive the tactical support, resources, and information they need to manage their incident responsibilities. The Deputy Manager ensures that city and town ICPs are integrated into Operational Area coordination processes, while respecting local control of incident management. This position also monitors tactical developments in the field, relays situational updates into Planning, and ensures Operations can anticipate emerging resource needs.

Deputy Manager – Alert and Warning Operations

The Deputy Manager for Alert and Warning Operations directs the coordination, approval, and dissemination of public emergency notifications. This role ensures that alerts are timely, accurate, accessible, and consistent across all jurisdictions within Marin County. Responsibilities include managing activation of AlertMarin, Wireless Emergency Alerts (WEA), and the Emergency Alert System (EAS), as well as coordinating multilingual messaging and compliance with California Government Code requirements for language access. This Deputy Manager works closely with the Public Information Officer, the Deputy Manager – Field Operations, and partner agencies to ensure alerts are synchronized, coordinated, and fully integrated into the EOC Action Plan. Importantly, this function transitions the OEM Duty Officer alerting structure into the formal EOC structure, ensuring that emergency notifications are issued under a unified and coordinated operational framework.

Field Incident Action Plans (IAPs) and Category B Documentation

To support **FEMA Public Assistance (Category B – Emergency Protective Measures)** reimbursement:

- The **Planning Section – Situation Unit** will acquire and archive all **Incident Action Plans (IAPs)** developed by field Incident Command Posts (ICPs) and strike teams.
- The IAPs will be used to verify operational objectives, resource assignments, and protective measures conducted by first responders.
- The **Finance/Administration Section** will use these IAPs, along with resource requests, mission assignments, and ICS 214 or digital activity logs, as part of the official reimbursement package.
- Failure to capture IAPs can result in loss of eligibility for federal reimbursement; therefore, Section Managers must prioritize this documentation.

Core Capability of Deputy Managers

The four Deputy Managers together ensure that Marin County's Operations Section is capable of supporting **survivors and the community, restoring lifeline utilities, stabilizing the built environment, and coordinating with local Incident Command Posts**. This structure reflects Marin County's unique governance and operational environment, balancing tactical support, infrastructure, and survivor services within a unified EOC framework.

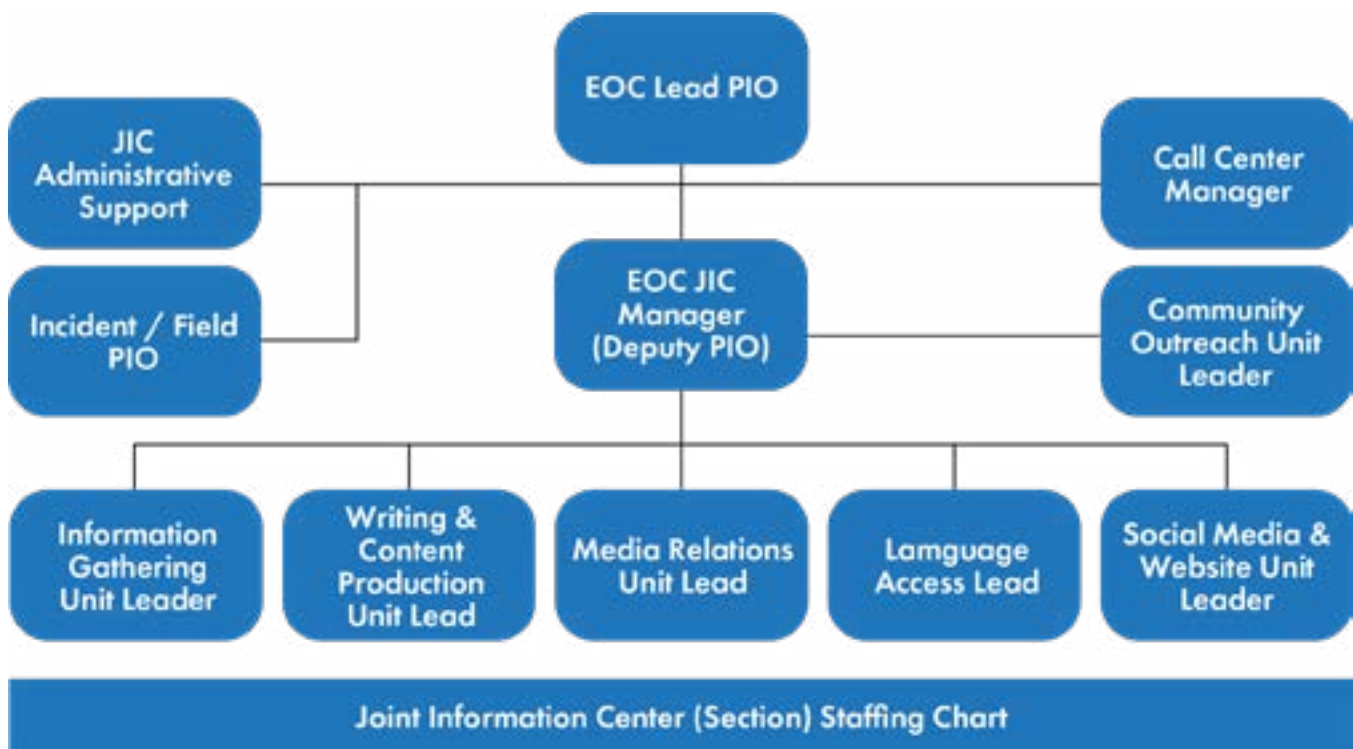




■ Joint Information Center / Section

The Joint Information Center activities to ensure timely, accurate, and accessible public information during an incident. Led by the **EOC JIC Manager (Deputy PIO)** under the direction of the **EOC Lead PIO**, this section oversees operational public information functions and integrates agency and field-based PIOs into a unified messaging structure.

The JIC is scalable and may include positions supporting media relations, content development, information gathering, language access, digital communications, community outreach, call center coordination, and administrative support. During smaller incidents, multiple functions may be managed by a single position. For larger or more complex incidents, dedicated unit leaders and agency representatives may be assigned to support sustained information operations and meet increased public information demands.



- **EOC Lead PIO:** Provides overall strategic direction for public information and serves as the primary liaison between the JIC, EOC leadership, and policy officials.
- **EOC JIC Manager (Deputy PIO):** Manages day-to-day JIC operations, coordinates assigned PIO staff and units, and ensures unified messaging in support of incident objectives.
- **Incident / Field PIO:** Collects and relays verified incident information from the field to support timely and accurate public messaging.
- **JIC Administrative Support:** Provides administrative, logistical, and documentation support to sustain JIC operations.



- **Call Center Manager:** Coordinates public inquiry operations to ensure consistent messaging and information flow between the JIC and call-taking staff.
- **Community Outreach Unit Leader:** Coordinates outreach to community partners and stakeholders to ensure information reaches diverse populations.
- **Information Gathering Unit Leader:** Collects, verifies, and synthesizes incident information from operational sources for use in public messaging.
- **Writing & Content Production Unit Lead:** Develops and prepares public information products, including releases, talking points, and briefings.
- **Media Relations Unit Lead:** Manages media inquiries, briefings, and interview coordination in alignment with approved messaging.
- **Language Access Lead:** Ensures public information is translated, accessible, and compliant with language access and functional needs requirements.
- **Social Media & Website Unit Leader:** Oversees digital platforms to disseminate approved information and monitor public engagement.

■ **Integration with Disaster Service Workers (DSWs)**

DSWs may be assigned across all EOC Sections to support staffing needs. Roles may include clerical work, data entry, logistics support, shelter staffing, communications support, or liaison assistance. Human Resources will coordinate DSW activation in alignment with the EOC.

EOC AND INCIDENT COMMAND POST (ICP) COORDINATION

Effective coordination between the Operational Area Emergency Operations Center (EOC) and field-level Incident Command Posts (ICPs) is essential to ensure tactical operations are supported, situational awareness is maintained, and resources are allocated in a timely and equitable manner. This section establishes the framework for how the County of Marin's EOC will coordinate with ICPs during emergencies and disasters.

ROLES AND RESPONSIBILITIES

- **Incident Command Posts (ICPs):**
ICPs provide on-scene command and control of tactical operations. The Incident Commander is responsible for developing incident objectives, strategies, and tactics to protect life, property, and the environment.
- **Operational Area EOC:**
The EOC provides strategic coordination, policy support, and resource management to ensure ICPs have the resources, guidance, and multi-agency coordination required for effective response. The EOC does not direct on-scene tactics but instead supports the Incident Commander and their staff.



COORDINATION MECHANISMS

1. Information Flow

- a. ICPs will submit regular Situation Reports (SitReps) to the EOC, including operational priorities, resource status, and significant incident developments.
- b. The EOC Planning Section will consolidate information from all ICPs, along with partner agencies, into the Operational Area Situation Report and integrate it into the EOC Action Plan.

2. Resource Requests

- a. ICPs will submit resource requests through their chain of command to the EOC Deputy Manager – Field Operations within the Operations Section.
- b. The Deputy Manager – Field Operations will review and prioritize requests, coordinate with the EOC Logistics Section, and ensure fulfillment using local resources, mutual aid, or state/federal assistance as appropriate.

3. Liaisons and Field Deployments

- a. When needed, the EOC may deploy staff to ICPs to serve as EOC Field Liaisons. These personnel will facilitate real-time communication, monitor operational needs, and relay information directly to the Deputy Manager – Field Operations.
- b. ICP representatives may also be invited to the EOC (in-person or virtually) to participate in Action Planning, resource prioritization, and coordination meetings.

4. Coordination Calls and Meetings

- a. The EOC will schedule regular coordination calls with Incident Commanders and ICP staff to align on objectives, share situational awareness, and resolve operational conflicts.
- b. These calls will supplement formal SitRep submissions and ensure continuity of communication during rapidly evolving incidents.

INTEGRATION INTO THE EOC ACTION PLAN

- The EOC Action Plan will incorporate ICP operational priorities, tactical objectives, and resource requirements.
- Synchronization between the ICP Incident Action Plan (IAP) and the EOC Action Plan will be emphasized to ensure Countywide objectives are mutually supportive.

SCALABILITY AND FLEXIBILITY

- Coordination processes will scale depending on the size, scope, and complexity of the incident.
- For smaller incidents, coordination may consist primarily of phone or WebEOC updates.
- For large-scale or multi-jurisdictional incidents, dedicated Liaison Officers or EOC representatives may be embedded at ICPs to ensure continuous coordination.



CORE OBJECTIVES

- Respect the authority of the Incident Commander to manage field operations.
- Provide ICPs with the resources and policy support necessary to achieve life safety, incident stabilization, and property preservation.
- Ensure transparent, two-way communication between ICPs and the EOC through the Deputy Manager – Field Operations.
- Maintain alignment with the Standardized Emergency Management System (SEMS), the National Incident Management System (NIMS), and the Incident Command System (ICS).

ROLES AND RESPONSIBILITIES OF COUNTY DEPARTMENTS AND AGENCIES

Each Marin County department and agency has a role in emergency response, and recovery.

Agriculture, Weights and Measures. Supports protection of crops and livestock, assesses agricultural damage, and may monitor for invasive species or plant disease outbreaks post-disaster.

Assessor, Recorder, County Clerk. Assists with documentation of property damage for recovery and tax purposes; maintains vital records; may support elections continuity during prolonged incidents.

Board of Supervisors. Provides policy leadership, ratifies emergency proclamations, oversees continuity of governance and public communication during emergencies.

Child Support Services. Ensures continuity of support services to affected families; may coordinate with sheltering and family reunification efforts.

Community Development Agency. Damage assessments, building safety, issues emergency permits, supports hazard mitigation and long-term recovery planning (e.g., rebuilding guidance).

County Counsel. Provides legal advice during emergency operations, reviews emergency orders, and assists with liability, contracts, and public information issues.

Office of the County Executive. The County Executive Serves as the Director of Emergency Services; coordinates countywide response efforts, serves on the Policy Group in the Emergency Operations Center (EOC), and ensures interdepartmental coordination.

Cultural Services. Supports community recovery through use of public facilities for shelters, disaster assistance centers, and/or information hubs.



District Attorney. Provides legal enforcement support, especially related to disaster fraud, price gouging, and crimes arising during emergency events.

Elections. Ensures continuity of elections during emergencies, including alternate voting methods and public information on changes to voting procedures.

Finance. Tracks disaster-related expenditures, supports procurement processes, ensures proper documentation for cost recovery, and oversees budget adjustments.

Fire Department. Leads initial emergency response including firefighting, rescue, hazardous materials response, and evacuation coordination. Supports EOC operations and incident command.

Fire Department – Office of Emergency Management. Activates and manages the Emergency Operations Center, facilitates coordination and communication, serves as Operational Area coordinator, coordinates response and recovery efforts.

Health and Human Services. Leads public health response (e.g., disease outbreaks, medical surge), operates mass care shelters, provides behavioral health support, disaster case management, and support for vulnerable populations.

Human Resources. Coordinates disaster worker assignments, maintains personnel accountability, tracks work hours for emergency response personnel, and supports staff wellbeing and benefits.

Information Services and Technology. Supports continuity of county communications and technology systems; ensures resilience of IT infrastructure and EOC operations.

Marin County Free Library. Provides public information access, serves as community hubs and cooling/warming centers, and supports continuity of information services for affected populations.

Marin County Parks. Assists with assessment of open space damage, supports use of parks as emergency staging areas, and helps manage natural resource impacts.

Marin County Sheriff's Office. Leads law enforcement response, manages evacuations, search and rescue, perimeter security, and coordinates mutual aid law enforcement support.

Retirement. Ensures continuity of retirement benefits and communications for retirees and active staff during prolonged disruptions.

Probation. Manages supervision and safety of individuals under community supervision; ensures continuity of services.

Public Defender. Ensures access to legal counsel for detained or vulnerable individuals impacted by emergency operations (e.g., evacuations, custody changes).



Public Works. Leads debris removal, damage assessment to public infrastructure, road clearing, flood response and mitigation, and supports emergency repairs and transportation systems.

Public Works – Procurement Division. Manage pre-positioned contracts and pre-qualified vendors lists, ensure compliance with procurement guidelines.

UC Cooperative Extension. Provides guidance on agricultural, environmental, and community resilience; may assist with community education and post-disaster recovery of agricultural systems.

ROLES OF CITIES, TOWNS, AND SPECIAL DISTRICTS

Cities, towns, and special districts within Marin County maintain individual emergency operations plans, and are responsible for:

- Incident response management within their jurisdictions.
- Coordination with Marin County OEM for additional support and mutual aid.
- Local resource management and initial damage assessment.

ROLE OF PRIVATE SECTOR

The private sector plays a crucial role in emergency management, including businesses, utility companies, and contracted services:

- Maintaining emergency preparedness and continuity of business plans.
- Coordinating closely with government agencies to restore essential services.
- Supporting resource requests and logistics management.

VOLUNTEER AND COMMUNITY-BASED ORGANIZATIONS

Volunteer and community organizations significantly enhance emergency response and recovery capabilities:

- Providing mass care and sheltering support.
- Assisting with volunteer management and coordination of donations.
- Offering spiritual, emotional, and psychological support services.

TRIBAL GOVERNMENT

Tribal government coordinates with partner agencies and organizations to:

- Facilitate emergency response and recovery operations within tribal jurisdictions.
- Share critical information and resource requests.
- Support culturally appropriate emergency management practices.



STATE AND FEDERAL AGENCIES

State and federal agencies support local emergency management efforts by providing resources, expertise, and coordination assistance:

- California Governor's Office of Emergency Services (Cal OES) coordinates state-level resource allocation and assistance.
- Federal Emergency Management Agency (FEMA) provides federal support and financial assistance following Presidential Declarations.

■ **Continuity, Flexibility, and Sustainment of EOC Positions**

The effectiveness of the Emergency Operations Center (EOC) is dependent not only on clearly defined positions, but on the County's ability to sustain, adapt, and transition EOC staffing over the lifecycle of an incident. All EOC positions operate within the Incident Command System (ICS) and are scalable to match the size, complexity, and duration of the emergency. Positions may be activated, combined, expanded, or demobilized as operational needs evolve, ensuring the EOC remains flexible while maintaining unity of command and span of control.

To support continuity of operations, EOC positions are staffed by trained and qualified personnel, with depth provided through alternates, duty officers, and disaster service worker (DSW) assignments as authorized under California law. County employees may be reassigned to support EOC operations and associated field or support functions when activated as Disaster Service Workers, allowing the County to rapidly augment staffing capacity during extended or large-scale incidents

Just-in-time training, position-specific job aids, and standardized documentation (including ICS forms) are used to support effective position transitions, relief staffing, and shift changes. Section Chiefs and Unit Leaders are responsible for ensuring situational awareness, clear handoffs, and proper documentation to maintain operational continuity across operational periods.

As incidents stabilize, EOC leadership will implement orderly demobilization of positions, ensuring that responsibilities are transitioned appropriately, documentation is completed, and staff are released in a manner that supports employee well-being and organizational resilience. Lessons learned related to EOC staffing, position utilization, and organizational structure will be captured through after-action processes and used to inform future training, planning, and improvement efforts.

This approach ensures that EOC positions are not static roles, but part of a resilient, adaptable system designed to support coordinated decision-making, effective resource management, and sustained emergency operations in service of the community.



■ Key Takeaways

This section establishes the framework for Emergency Operations Center (EOC) positions and their roles in supporting coordinated, scalable, and effective emergency management operations. Through the use of standardized EOC principles, clearly defined responsibilities, and flexible staffing models, the County ensures the EOC can adapt to incidents of varying size, complexity, and duration.

EOC positions are activated and staffed based on operational need and may be expanded, consolidated, or demobilized as conditions change. This approach supports continuity of operations, efficient decision-making, and effective coordination with partner agencies, jurisdictions, and supporting organizations.



■ **Chapter 14: Operational Area Structure and Local Agency Coordination**

The **Marin County Operational Area (OA)** is established in accordance with the California Emergency Services Act (California Government Code §8550 et seq.) and the Standardized Emergency Management System (SEMS). The OA represents the intermediate level of the state's emergency services organization and encompasses all political subdivisions within the geographic boundaries of Marin County, including the County, cities, towns, and special districts.

The OA provides for the coordination of emergency management activities and resources among its member jurisdictions and serves as the primary link between local governments and the California Governor's Office of Emergency Services (Cal OES) Coastal Region.

■ **Organizational Structure**

The OA is organized under the **Incident Command System (ICS)** framework and aligns with the five SEMS/NIMS functions:

- **Management:** Policy, decision-making, and overall coordination.
- **Operations:** Direct support to field incident response and life-safety missions.
- **Planning/Intelligence:** Collection, analysis, and dissemination of situational information.
- **Logistics:** Coordination of personnel, equipment, facilities, and services.
- **Finance/Administration:** Cost tracking, procurement, and recovery operations.

The Marin County Emergency Operations Center (EOC) serves as the central facility for OA coordination. When activated, the EOC facilitates situational awareness, resource management, and multi-jurisdictional decision-making.

■ **Roles and Responsibilities**

- **County of Marin:** Serves as the lead jurisdiction for OA coordination and is responsible for activating and staffing the OA EOC. The County provides liaison support to cities, towns, and special districts, ensures coordination with Cal OES, and maintains systems for alert and warning, information-sharing, and mutual aid.
- **Cities and Towns:** Maintain their own emergency management responsibilities but coordinate through the OA during countywide or regional incidents. They may request support or provide mutual aid through the OA EOC.
- **Special Districts:** Operate independently for their essential functions but participate in OA coordination for reporting, requesting resources, and providing subject-matter expertise.
- **Multi-Agency Coordination (MAC) Group:** A policy-level body composed of senior representatives from the County, cities, towns, and special districts. The MAC Group provides strategic guidance, establishes joint priorities, and supports decision-making during major incidents requiring coordination across multiple jurisdictions.



■ Multi-Agency Coordination (MAC) Group

ACTIVATION

The MAC Group is convened during major or complex incidents when:

- Multiple jurisdictions within the Operational Area are significantly impacted.
- Countywide or regional priorities must be established for scarce resources.
- Policy-level guidance is required for complex decisions, such as evacuation priorities, sheltering strategies, or public information coordination.
- State or regional entities request coordination at the policy level.

The MAC Group may be activated virtually or in person, depending on the incident. Activation is initiated by the Director of Emergency Services or designee in consultation with the EOC Director.

ROLES

The MAC Group does not perform tactical or operational functions; instead, it provides policy direction and establishes priorities to guide the OA EOC and responding jurisdictions. Key roles include:

- **Establishing Countywide Priorities:** Setting objectives for life safety, incident stabilization, and property/environmental protection.
- **Policy Guidance:** Advising on policy decisions that affect multiple jurisdictions, such as emergency proclamations, mutual aid strategies, and resource allocation.
- **Strategic Coordination:** Ensuring consistency of decisions across political jurisdictions.
- **Support to the EOC:** Providing input to the EOC Director to ensure operations align with agreed-upon priorities.

OPERATION OF THE MAC

- The MAC Group is composed of senior executives (e.g., City Managers, Town Managers, Special District General Managers, or their designees) with authority to commit resources on behalf of their jurisdictions.
- The MAC Group meets at intervals determined by incident complexity and operational tempo.
- The EOC Planning/Intelligence Section provides situation status updates and resource tracking to inform MAC Group decision-making.
- Decisions and priorities set by the MAC Group are documented and communicated back to the OA EOC and all member jurisdictions.
- If activated virtually, the MAC Group will use pre-identified platforms and communication protocols to ensure continuity of coordination.



ISSUES FOR ELEVATION TO THE MAC GROUP

The following types of issues should be elevated to the MAC Group for policy-level review and coordination:

- **Resource Prioritization Conflicts:** When multiple jurisdictions require the same scarce resource (e.g., firefighting strike teams, law enforcement mutual aid, shelter capacity, fuel, or transportation assets).
- **Large-Scale Evacuations and Sheltering:** When decisions must be made about prioritizing evacuation zones, mass care locations, or sheltering strategies affecting multiple jurisdictions.
- **Public Information and Messaging:** When coordinated countywide messaging is required to maintain public confidence, reduce misinformation, or address sensitive topics such as evacuation warnings/orders, re-entry, or public health measures.
- **Policy Decisions Affecting Multiple Jurisdictions:** Such as curfews, emergency orders, restrictions on movement, or resource conservation measures.
- **Disaster Declarations and Proclamations:** When a coordinated decision is needed regarding Local Emergency proclamations, requests for State or Federal declarations, or alignment of jurisdictional declarations.
- **Recovery and Continuity Priorities:** When setting recovery objectives (e.g., debris removal sequencing, restoration of utilities, or reopening of transportation corridors) that affect multiple jurisdictions.
- **Sensitive or High-Impact Issues:** Including those with significant political, social, or economic consequences that require a unified policy approach across the OA.



■ Limitations of the Operational Area Structure

Consistent with the Standardized Emergency Management System (SEMS) and the National Incident Management System (NIMS), the Operational Area is a coordination level, not a command level. The County of Marin, acting as the Operational Area (OA) Coordinator, serves to facilitate information sharing, mutual aid, and alignment of priorities but does not have command or control over member jurisdictions. Specifically, the County will not and does not have authority to: direct or control the emergency operations of cities, towns, or special districts; assume or override the statutory responsibilities of elected officials or governing boards; proclaim a Local Emergency on behalf of another jurisdiction; unilaterally allocate or reassign resources belonging to other agencies; or impose policies, orders, or directives outside the County's own legal authorities. Each jurisdiction within the OA retains responsibility for its own emergency management functions, authorities, and decision-making. The OA structure exists to support, align, and coordinate these efforts for countywide effectiveness, not to replace or diminish local authority.

The Operational Area (OA) structure provides an essential foundation for coordinated emergency management across Marin County's jurisdictions. It enables collaboration, resource sharing, and unified response efforts between the County, cities, towns, special districts, and other key partners. However, as with any complex system, the OA structure presents certain limitations that require collective attention and continuous improvement to ensure operational success.

The following considerations are best practices to enhance transparency, foster mutual support, and guide planning and capacity-building efforts across the Operational Area.



COORDINATION AND RETENTION OF LOCAL AUTHORITY

The County of Marin, as the designated OA Lead Agency, fulfills a coordination role, not a command function over the Operational Area partner. Cities, towns, and special districts maintain operational independence and retain the authority to manage local incidents. This structure promotes local control but also relies on voluntary participation and proactive engagement from all OA partners. **Ongoing relationship-building, shared planning, and joint policy discussions** can help align priorities and strengthen collective response capacity. At no time shall the County as Operational Area Coordinator assume control over a local agency without a delegation of authority from a local elected board, council, or chief official pending review of the board or council.

DIVERSE CAPABILITIES ACROSS JURISDICTIONS

Operational Area partners vary in size, staffing, and resources. While some jurisdictions maintain robust emergency management programs, others may face limitations due to staffing or funding constraints. These differences can affect response timelines and operational capacity. Recognizing these variations allows the OA to **strategically support resource sharing and technical assistance** that bolster the capabilities of all members, particularly those with limited resources. The County as Operational Area Coordinator may recommend the movement of staff from one jurisdiction to another; however, the requesting jurisdiction and sending jurisdiction must agree to share, receive, and/or send resources.

ENHANCING INFORMATION FLOW AND INTEROPERABILITY

Effective OA coordination depends on the timely exchange of accurate information. Agencies are requested to utilize tools developed by the Marin County Operational Area for situational awareness and incident management. A departure from utilizing unified tools may result in the delay in resources and/or interoperability.

SCALING FOR COMPLEX OR WIDESPREAD INCIDENTS

During large-scale emergencies, the volume of information, requests, and coordination needs can strain the OA Emergency Operations Center (EOC). This is especially true when multiple jurisdictions are simultaneously impacted. By **implementing scalable EOC staffing models, expanding mutual aid agreements, and planning for surge capacity**, the OA can better manage complexity and maintain operational tempo during extended activations.

PROMOTING CONSISTENT ENGAGEMENT

Consistent participation in OA planning, training, and exercises helps ensure readiness and mutual trust. Varying levels of engagement can lead to uneven preparedness or delays in coordinated response. Encouraging regular involvement and **offering inclusive, accessible opportunities for participation** supports a culture of shared responsibility and strengthens the overall resilience of the Operational Area.





PREPARING FOR CROSS-BOUNDARY INCIDENTS

Many hazards, such as wildfires, pandemics, and regional power outages, extend beyond jurisdictional and Operational Area boundaries. While the OA structure is designed for intra-county coordination, such events require close collaboration with regional and state partners. **Maintaining strong relationships with neighboring counties, regional mutual aid groups, and Cal OES** enhances coordination for complex, multi-jurisdictional incidents.

SUSTAINING COUNTY EOC READINESS

The County's EOC serves as the OA's central coordination point. Ensuring its reliability is critical to OA-wide operations. Limitations in staffing, facilities, or technology can impact service delivery. The County continues to invest in **continuity planning, alternate facilities, cross-training, and technology upgrades** to ensure resilient operations. Ongoing input from OA partners is essential to ensure these systems meet shared needs.

As the OA Lead Agency, the County of Marin ensures that the Marin Operational Area EOC is a responsive, resilient, and collaborative structure. It enables coordinated emergency response actions, maintains vital situational awareness, ensures continuity of governance, and facilitates effective communication across all levels of government and the public. This approach reinforces Marin County's commitment to a people-centered, systems-strengthening emergency management framework that supports all communities through coordinated leadership and effective disaster response.



■ **Operational Area Structure and State Coordination**

The **County of Marin**, acting as the **Operational Area (OA) Coordinator**, serves as the primary link between local governments within Marin County and the California Governor's Office of Emergency Services (Cal OES). During countywide incidents, the OA ensures that situational information, resource requests, and policy coordination flow between jurisdictions in Marin County and the State of California.

ROLE OF THE OPERATIONAL AREA COORDINATOR

As the OA Coordinator, the County of Marin:

- Collects and consolidates situation status reports, damage assessments, and resource requests from cities, towns, and special districts.
- Validates, prioritizes, and forwards requests for mutual aid and state resources to Cal OES Coastal Region.
- Receives guidance, mission tasking, and resource allocations from Cal OES and distributes them to the appropriate jurisdictions within the OA.
- Coordinates the use of the California Disaster Information Exchange System (Cal OES WebEOC) and other approved information-sharing platforms to ensure a common operating picture between the OA and the state.

COMMUNICATION AND INFORMATION SHARING

- The OA EOC maintains direct communication with the **Cal OES Coastal Region Emergency Operations Center**, serving as the single point of contact for Marin County.
- Information flows upward (local jurisdictions to OA to Cal OES) and downward (Cal OES to OA to local jurisdictions) to avoid conflicting or duplicative requests.
- OA Situation Reports (SITREPs), Initial Damage Estimates (IDEs), and Resource Request Forms (RRFs) are submitted to Cal OES on a recurring basis during incidents.
- The OA coordinates participation in State-level operational briefings, regional conference calls, and incident-specific coordination groups as requested by Cal OES.



RESOURCE COORDINATION

- When local resources are exhausted or inadequate, jurisdictions submit requests through the OA EOC.
- The OA prioritizes competing requests, applies countywide priorities set by the Multi-Agency Coordination (MAC) Group (if activated), and forwards mission requests to Cal OES.
- Cal OES fulfills requests by assigning state resources, mission-tasking other agencies, or activating statewide mutual aid systems (fire, law, medical/health, public works, utilities, etc.).
- The OA ensures delivery of these resources to the requesting jurisdiction and tracks utilization and demobilization.

CALIFORNIA NATIONAL GUARD REQUEST FOR ACTIVATION

The California National Guard (CNG) may be activated to support disaster response missions such as debris clearance, transportation, shelter operations, logistics, communications, medical support, or other non-law enforcement activities. Requests for CNG support must be initiated through the **Marin County Operational Area (OA) EOC** and routed via the **Law Enforcement Mutual Aid Branch Coordinator** with the concurrence of the **Marin County Sheriff**, who serves as the Operational Area Law Enforcement Mutual Aid Coordinator. Once validated, the request is transmitted by the OA EOC to the **Cal OES Coastal Region**. Cal OES evaluates the request, coordinates with the California Military Department, and, if approved, forwards it to the Governor for authorization. Only the Governor of California has the authority to activate the National Guard in a State Active Duty (SAD) or Title 32 status. Once approved, CNG units are mission-tasked through Cal OES, and their deployment is coordinated with the OA EOC to ensure effective integration with countywide operations. The OA EOC documents all requests, tracks assigned missions, and ensures that CNG resources are deployed in alignment with civilian response priorities.

POLICY AND EMERGENCY PROCLAMATIONS

- The OA supports jurisdictions in preparing and submitting **Local Emergency Proclamations**.
- Each city, town, or special district is responsible for issuing its own Local Emergency proclamation as appropriate; **the County of Marin cannot proclaim a Local Emergency on behalf of another jurisdiction** within the Operational Area.
- The County, acting as the OA Coordinator, is responsible for the **alignment, consolidation, and transmission** of all proclamations within the OA to Cal OES.
- If necessary, the OA may then request a **Governor's Proclamation of a State of Emergency** based on the collective needs of the Operational Area.
- The OA provides ongoing updates to Cal OES regarding local emergency measures, policy decisions, and any need for state-level coordination or waivers.





INTEGRATION WITH MUTUAL AID

The OA is the first coordination point for all **mutual aid systems** (fire, law enforcement, medical/health, public works, and utilities). The OA ensures mutual aid requests are vetted and prioritized before forwarding them to Cal OES Coastal Region, maintaining an efficient and coordinated flow of assistance.

Resources associated with **existing mutual aid agreements** (e.g., Fire and Rescue Mutual Aid, Law Enforcement Mutual Aid, Public Health and Medical Mutual Aid, and Public Works Mutual Aid) will continue to flow through their established channels. However, all such requests and deployments must also be **logged within the OA EOC** to ensure countywide visibility, proper documentation, and to eliminate duplication of efforts. This process ensures consistency with SEMS requirements while maintaining accountability for mutual aid resources.

MULTI-AGENCY COORDINATION AND RESPONSIBILITIES

- The Marin County Emergency Operations Center (EOC) serves as the central coordination hub for local, state, and federal agencies.
- Key coordination partners include:
 - Public Safety Agencies (Fire, Law Enforcement, EMS).
 - Public Works Departments (Debris management, road clearing).
 - Health and Human Services (Public health, medical support, social services).
 - Marin County Schools and Higher Education Institutions.
 - Transportation Authorities (Marin Transit, Caltrans, SMART Rail, Golden Gate Transit).
 - Utilities and Critical Infrastructure Partners (PG&E, Water Districts, telecommunications providers).





Chapter 15: Emergency Operations Center Incident Planning and Coordination

Emergency Operations Centers (EOCs) are centralized coordination facilities where emergency management personnel coordinate response and recovery activities. The EOC serves as the hub for strategic decision-making, resource coordination, and information sharing during emergencies that exceed day-to-day response capabilities. The EOC does not command field operations but rather supports them by ensuring that responders have the resources, information, and coordination needed to manage the incident effectively.

KEY FUNCTIONS OF AN EOC:

- Coordinate multi-agency response to major incidents or disasters.
- Support field operations by mobilizing and allocating resources.
- Coordinates Operational Area Recovery activities.
- Provide situational awareness through information gathering, analysis, and dissemination.
- Facilitate policy-level decisions by elected officials and department leaders.
- Maintain continuity of government and essential services.
- Communicate with the public and media through the Joint Information System (JIS).

COUNTY OF MARIN EMERGENCY OPERATIONS CENTER (COUNTY EOC)

Local jurisdictions activate their EOC when an incident requires coordinated support beyond field-level response. The EOC supports situational awareness by collecting and sharing information, coordinating resources, and serving as a single point of contact for external partners. Once activated, the local EOC notifies the Marin Operational Area and establishes coordination with Incident Command and Department Operations Centers (DOCs).

OPERATIONAL AREA / MARIN COUNTY (OA-EOC)

The Marin Operational Area EOC activates when:

- One or more local EOCs are active.
- A local emergency is proclaimed.
- An incident requires regional resources or coordination beyond the affected jurisdiction.

The Operational Area EOC coordinates mutual aid, supports local EOCs, and forwards resource requests to the Regional EOC if needed.



DEPARTMENT OPERATIONS CENTER (DOC)

County departments may activate Department Operations Centers (DOCs) to manage internal operations and resources related to an incident. Activated DOCs coordinate with the Operational Area EOC, often by assigning a liaison to support information flow and resource coordination.

STATE OPERATIONS CENTER (SOC) ACTIVATION

The State Operations Center activates to:

- Monitor statewide incidents and provide situation reports.
- Coordinate resource requests between regions and with state agencies.
- Liaise with federal agencies and process federal assistance requests.
- Support interstate mutual aid through EMAC or IDCC.

The SOC may be activated independently or in response to REOC activation.

JOINT INFORMATION CENTER (JIC) ACTIVATION

When multiple agencies are involved in public messaging, a Joint Information Center may be activated to ensure unified, accurate, and timely communication to the public and media.

STATE DEPARTMENT OPERATIONS CENTER ACTIVATION

State agencies may activate their DOCs to manage agency-specific response efforts. DOCs coordinate with the SOC and may assign representatives to the EOC or SOC for information sharing and resource coordination.

FEMA REGIONAL RESPONSE COORDINATION CENTER (RRCC) ACTIVATION

FEMA may activate its RRCC and deploy a liaison or Incident Management Assistance Team to the SOC to support federal coordination, maintain situational awareness, and facilitate federal support if requested by the state.



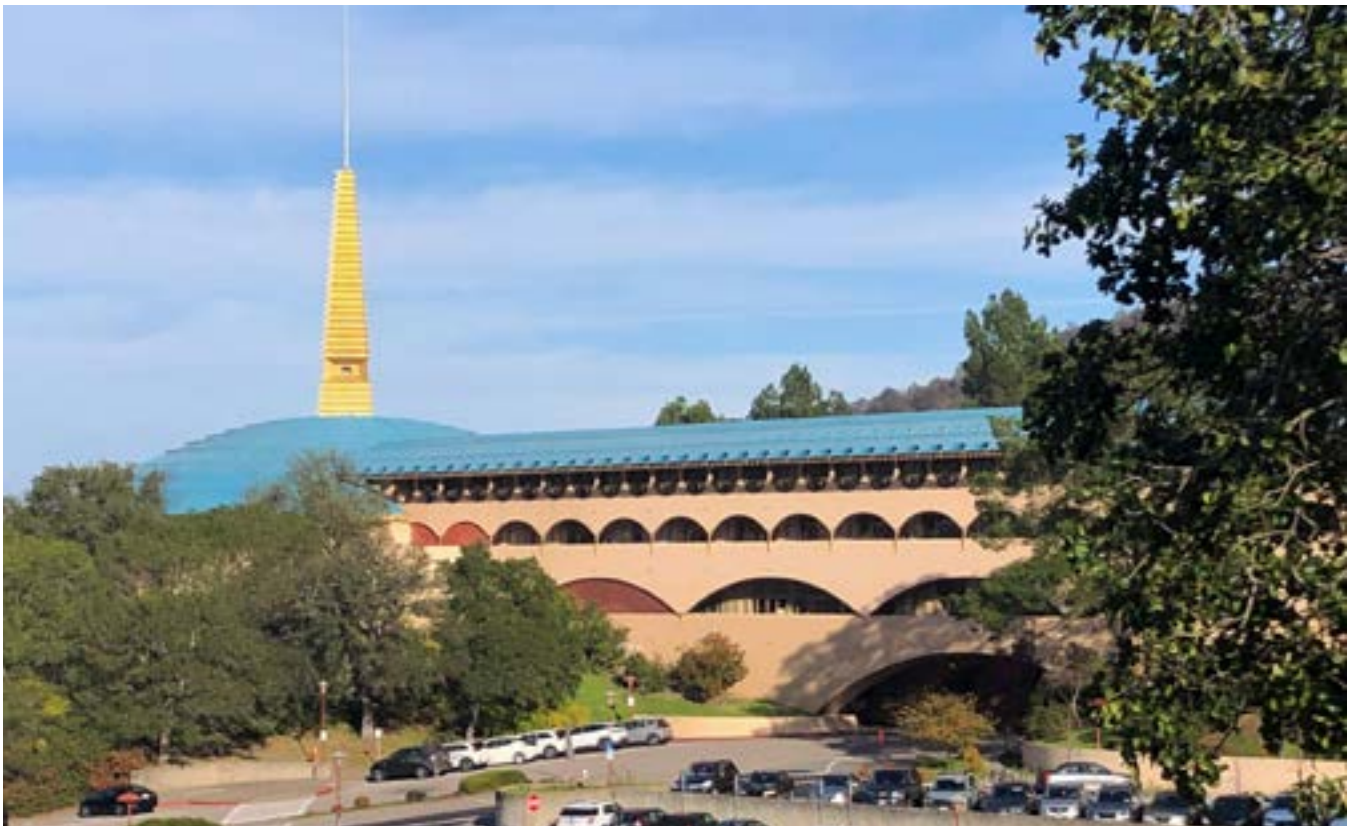
■ Emergency Operations Center Action Plan (EAP)

The Emergency Operations Center (EOC) Action Plan (EAP) is the guiding document that establishes and communicates the priorities, objectives, strategies, and tasks necessary to coordinate countywide emergency management activities during an activation. The EAP is a required component of EOC operations and is produced for each operational period, typically 12–24 hours in duration, or as determined by the EOC Director.

The EAP ensures that EOC operations remain focused, coordinated, and measurable. It serves as the management tool by which the EOC drives incident priorities, provides strategic direction, and ensures accountability of assigned tasks. The EAP is developed collaboratively by Section Coordinators, vetted through the Planning Section, and approved by the EOC Director. The EAP differs from a field IAP based on the level of detail and policy direction included within the EAP.

RELATIONSHIP TO FIELD OPERATIONS

The EAP aligns with Field Incident Action Plans (IAPs) generated by Incident Command Posts (ICPs). While the IAP governs tactical field operations, the EAP provides the strategic and coordination framework that supports and enables those field activities. The EAP does not supersede or contradict an IAP but rather complements it by ensuring countywide objectives and resource coordination are aligned across multiple agencies and jurisdictions.



RELATIONSHIP TO ICS FORM 214S / DIGITAL ACTIVITY LOGS

All staff operating within the EOC are required to complete ICS Form 214 or digital activity logs to record their activities, decisions, and notable events. These logs must clearly link individual or functional actions to objectives and tasks outlined in the EAP. This process ensures traceability, accountability, and documentation for after-action reviews, reimbursement, and legal compliance. Staff should be able to directly reference which EAP objective their activities supported during any given operational period.

EAP FRAMEWORK

The EAP follows a standardized structure that ensures clarity and consistency:

- **Priorities:** The overarching and time-sensitive needs that must be addressed to protect life, stabilize the incident, preserve property, and maintain critical government services.
- **Objectives:** The specific, measurable outcomes that the EOC must accomplish during the operational period in support of the established priorities.
- **Strategies:** The approaches or methods the EOC will employ to achieve the objectives, including coordination with external partners, resource mobilization, and public information.
- **Tasks:** The concrete assignments given to EOC sections, branches, or units that directly implement the strategies. Tasks are assigned, tracked, and reported back through the Planning Section to evaluate progress during the operational period.

EAP DEVELOPMENT AND MAINTENANCE

The Planning Section is responsible for compiling inputs from all EOC Sections, drafting the EAP, and coordinating its review and approval. Once approved, the EAP is distributed to all EOC staff and relevant field partners. Each new EAP supersedes the previous version and establishes direction for the upcoming operational period.

Through this structured process, the EAP serves as the backbone of EOC operations, linking strategy to action and ensuring all staff contribute directly to the collective goals of the response.

EAP DEVELOPMENT CYCLE

The development of the Emergency Operations Center (EOC) Action Plan (EAP) follows a structured cycle that ensures objectives are established, coordinated, documented, and communicated to all participants. This process parallels the Incident Command System (ICS) Incident Action Planning cycle, while remaining focused on multi-agency coordination and strategic support.

The cycle typically aligns with the operational period (12–24 hours, or as established by the EOC Director) and includes the following steps:



1. Information Collection and Analysis

- a. Each Section, Branch, and Unit compiles current situation information, resource status, and outstanding issues.
- b. Planning Section consolidates data into a Situation Summary, including key information from field Incident Action Plans (IAPs) and partner agency reports.

2. Command and Coordination Meeting (Establish Priorities)

- a. The EOC Director, Section Managers, and other key leadership convene to determine countywide incident priorities for the upcoming operational period.
- b. Field incident priorities, resource shortfalls, and policy issues are reviewed to ensure alignment between tactical operations and EOC coordination.

3. Objectives Meeting

- a. Based on established priorities, the EOC Director and Planning Section lead the development of measurable objectives for the operational period.
- b. Objectives are designed to be achievable within the timeframe, clearly support response priorities, and align with field IAPs.

4. Strategy and Task Development

- a. Section Managers and Branch Coordinators determine the strategies necessary to achieve the objectives.
- b. Tasks are assigned to specific EOC elements (e.g., Logistics Branch, Public Information Unit) to implement the strategies.
- c. Resource requests, mutual aid needs, and policy support items are identified.

5. EAP Documentation

- a. The Planning Section compiles input from all Sections into a written EAP, structured as:
 - i. Priorities
 - ii. Objectives
 - iii. Strategies
 - iv. Tasks
- b. ICS Form 214 activity logs or digital activity logs from the previous operational period are reviewed to confirm progress and inform updates.

6. Review and Approval

- a. The draft EAP is presented to the EOC Director for review and approval.
- b. Final edits and clarifications are incorporated by the Planning Section.





7. Distribution

- a. The approved EAP is distributed electronically (and in print, as needed) to all EOC staff, field Incident Commanders, Department Operations Centers (DOCs), and relevant external partners.
- b. Each EOC staff member must ensure their assigned work directly supports at least one EAP objective.

8. Operational Period Briefing

- a. The Planning Section conducts an Operational Period Briefing to formally present the EAP.
- b. Section Managers provide additional guidance to their staff regarding assigned strategies and tasks.
- c. Staff are reminded of documentation requirements, including ICS Form 214s or digital activity logs linking activities to EAP objectives.

9. Implementation and Evaluation

- a. Tasks are carried out, tracked, and monitored throughout the operational period.
- b. The Planning Section collects progress updates and evaluates effectiveness against objectives.
- c. Adjustments are made in real-time as required, feeding into the next EAP cycle.

This cycle provides a **repeatable, disciplined process** that ensures the EAP remains the central management tool for the EOC, while maintaining direct alignment with field IAPs and staff activity documentation.



■ Emergency Operations Center (EOC) Meetings

Effective emergency management requires structured coordination, informed decision-making, and consistent communication within the Emergency Operations Center (EOC). To achieve this, the County of Marin will utilize a standardized cycle of EOC meetings, aligned with the operational period and the Planning “P” process.

PRINCIPLES OF EOC MEETINGS – ALL EOC MEETINGS FOLLOW THESE

GUIDING PRINCIPLES:

- **Operational Period Discipline:** Meetings are tied to the operational cycle (typically every 12–24 hours).
- **Purpose-Driven:** Each meeting has defined outcomes.
- **Standardized Format:** Agendas, leadership roles, and deliverables follow consistent formats.
- **Time-Efficient:** Meetings are concise, focused, and documented.
- **Whole-of-Organization Participation:** Section Managers and Unit Leaders provide input from their functions.
- **Situational Awareness First:** Meetings begin with a shared understanding of the current incident picture.
- **Documented Outcomes:** All decisions and assignments are recorded to inform the Incident Action Plan (IAP).
- **Inclusivity and Respect:** All disciplines and partner agencies are encouraged to contribute.

MEETING TYPES AND CADENCE

1. Initial EOC Briefing

- a. Conducted at activation to provide the current situation, establish event name, determine operational period, initial priorities, and meeting schedule.
- b. Deliverable: Shared understanding of the incident, EOC status, and next steps.

2. Management Objectives Meeting

- a. Led by the EOC Director to establish or validate incident objectives using the SMART framework.
- b. Deliverable: A prioritized set of incident objectives guiding the operational period.

3. Strategy Meeting (Section Managers Meeting)

- a. Determines resource requirements and EOC support actions needed to achieve objectives.
- b. Deliverable: Coordinated strategy and resource plan.



4. Planning Meeting

- a. Final review of strategies, resource assignments, and policies.
- b. Deliverable: Validated plan for the next operational period.

5. Incident Action Plan (IAP) Preparation and Distribution

- a. Planning Section compiles objectives, assignments, and situational inputs into the IAP for approval and distribution.
- b. Deliverable: Finalized IAP.

6. Operational Period Briefing

- a. Marks the start of each operational period. EOC staff receive the IAP, review objectives, and are briefed on safety and communications.
- b. Deliverable: Shared operational picture and assignment clarity across the EOC.

7. Policy Group Meeting

- a. Senior leaders and executives provide strategic direction, legal/financial oversight, and high-level policy guidance.
- b. Deliverable: Policy decisions and executive approvals shaping the EOC's response.

8. Elected Official and Press Briefing (As Needed)

- a. Public-facing update to elected officials and the media to enhance transparency and trust.
- b. Deliverable: Public briefing aligned with operational messaging.

MEETING ATTENDEE EXPECTATIONS

Section Managers and Unit Leaders are required to:

- Review the current IAP and status reports prior to meetings.
- Bring updated information on their section's operations, needs, and issues.
- Identify a designated alternate if unavailable.
- Contribute actionable insights and ensure follow-up on assigned tasks.

INTEGRATION WITH THE OPERATIONAL PERIOD

The EOC meeting cycle repeats each operational period until the incident concludes. Meetings are scaled to the complexity of the emergency, compressed for short-term activations, or expanded for sustained events.



■ Full EOC Briefings – Emergency Operations Center

Briefings conducted by the Operational Area Emergency Operations Center (OA EOC) are designed to promote shared situational awareness and alignment among County Departments, Cities, Towns, and Special Districts. These briefings provide Operational Area partners with a clear understanding of current conditions, countywide objectives, and available resources, while also serving as a forum for clarifying questions and identifying local concerns.

PURPOSE OF OPERATIONAL AREA PARTNER BRIEFINGS

- Share countywide situational awareness, including current incident impacts, projected developments, and key risks.
- Communicate Operational Area priorities and objectives as established in the EOC Action Plan (EAP).
- Provide updates on mutual aid coordination, resource availability, and emerging logistical issues.
- Offer a structured venue for partner agencies to raise questions, report local impacts, and identify resource needs.
- Strengthen alignment between local jurisdiction response operations and countywide strategies.

TIMING AND FREQUENCY

Operational Area partner briefings will be scheduled on a regular cycle during EOC activations. The timing will align with the Operational Period but may be adjusted depending on incident tempo. At minimum, partners should expect:

- **Initial Briefing:** Conducted shortly after EOC activation to provide an overview of the incident and countywide objectives.
- **Ongoing Partner Briefings:** Held once per Operational Period, or more frequently as needed, to provide situational updates and answer questions.



FORMAT OF PARTNER BRIEFINGS

Partner briefings will be concise, structured, and tailored to the needs of participating agencies. A standard format includes:

1. **Welcome and Purpose Statement**
2. **Incident Situation Update** (broad awareness: weather, hazards, impacts, projections)
3. **Operational Area Objectives and Priorities** (from the EOC Action Plan)
4. **Section Updates** (Operations, Planning, Logistics, Finance/Administration , summarized at a high level)
5. **Resource Updates** (status of mutual aid, resource requests, and availability)
6. **Partner Questions and Sharing** (jurisdictions, districts, and agencies may ask clarifying questions or report significant issues)
7. **Closing Remarks and Next Briefing Schedule**

DOCUMENTATION

The Planning Section is responsible for ensuring that all Operational Area partner briefings are documented. Records include:

- **Briefing Agenda and Attendance**
- **ICS 214 / Digital Activity Log** entries noting significant discussion points and follow-up actions
- Integration of partner feedback into **situation reports and the EOC Action Plan**

DISTINCTION FROM INTERNAL EOC BRIEFINGS

While the OA EOC also conducts internal staff briefings for operational planning, partner briefings have a distinct focus: they are outward facing, designed to increase awareness across the OA, clarify common objectives, and provide a two-way communication forum between the County and its jurisdictions and special districts.



■ Situation Reports and Essential Elements of Information

Situation Reports (SitReps) are a critical tool for maintaining a shared understanding of incident conditions, impacts, and priorities. They provide decision-makers, partner agencies, and stakeholders with timely and accurate information that supports coordinated response and recovery operations. Because different audiences require different levels of detail and focus, the County of Marin develops distinct versions of SitReps that are tailored to the needs of the Operational Area partners, County executives and elected officials, and the State of California. While each report is customized to its audience, all versions are aligned to ensure consistency, accuracy, and a unified message across the Operational Area.

SITUATIONAL AWARENESS

Maintaining situational awareness is a core function of the Emergency Operations Center (EOC). Effective decision-making requires timely, accurate, and actionable information regarding incident conditions, resource needs, and impacts on the community. Situational awareness is achieved through a combination of reports from field operations, operational area partners, state and federal agencies, and direct input from the community.

SOURCES TO INCREASE SITUATIONAL AWARENESS

The EOC establishes situational awareness by drawing on multiple sources:

- **Incident Command and Field Reports:** Direct information from Incident Command Posts, Department Operations Centers, and first responders.
- **Operational Area Partners:** Cities, towns, special districts, and community-based organizations provide regular updates to ensure a consolidated view of the countywide situation.
- **Community Assessments and Surveys:** Data gathered directly from residents and businesses through field assessments, surveys, call centers, and digital platforms. These inputs highlight immediate and unmet needs, provide insight into access and functional needs, and ensure that the community's perspective is integrated into EOC planning and decision-making.
- **Public Information and Media Monitoring:** Social media, press reports, and rumor control efforts support awareness of emerging issues and community sentiment.
- **State and Federal Agencies:** Situation reports and essential elements of information from Cal OES, FEMA, and other partners provide broader context and align local operations with regional and state priorities.



VERIFICATION OF INFORMATION

All staff must ensure that information received from any source, field reports, partner updates, public surveys, or media monitoring, is verified for accuracy before being incorporated into EOC products. Verification for unofficial sources, the public, or third parties should include cross-checking with multiple sources, confirming with the originating agency when possible, and documenting the reliability of the information. This prevents the spread of misinformation and ensures decision-making is based on accurate and validated data.

COMMUNITY ASSESSMENTS AND SURVEYS

Community assessments and surveys are critical tools that allow the EOC to validate field conditions and incorporate the experiences of impacted populations. These assessments may be conducted through:

- **Field Deployments:** Disaster Service Worker cadres (e.g., Bilingual, FAST, Medical, Transportation, and Field Logistics Cadres) may be tasked to collect household and neighborhood-level information.
- **Digital Surveys and Call Centers:** Online forms, hotlines, and 211 data provide rapid, scalable feedback on emerging needs.
- **Partner Agency Input:** Cities, towns, and nonprofit organizations may submit needs assessments or neighborhood impact reports to the EOC for consolidation.

SITUATION REPORT DEVELOPMENT – COMPREHENSIVE COMMUNITY LIFELINES FRAMEWORK

The Situation Report (SitRep) is the primary mechanism through which the Marin County Emergency Operations Center (EOC) documents, analyzes, and communicates the current and projected status of an incident. The SitRep ensures a common operating picture for elected officials, County executives, Operational Area partners, the State, and other stakeholders. SitReps are intended to capture the full spectrum of disaster impacts, with a standardized structure that is scalable from local incidents to countywide emergencies.

Core Structure of a SitRep

To provide a comprehensive picture, all SitReps will be structured into the following elements:

1. Administrative Information

- a. Incident name, date, time, operational period, and EOC activation level.
- b. Incident type and scope (wildfire, flood, earthquake, public health emergency, etc.).
- c. Lead agency/jurisdiction.
- d. EOC sections and branches activated.



2. Incident Summary

- a. Current situation narrative (who, what, when, where, why, how).
- b. Size, extent, and affected geographic area (include maps when available).
- c. Estimated population, households, and jurisdictions affected.
- d. Notable cascading or secondary impacts (e.g., landslides after fire, heat impacts following power outages).

3. Community Lifelines Status

SitReps will organize essential functions according to FEMA's seven Community Lifelines:

- a. Safety and Security – Law enforcement, fire/rescue, evacuation status, public safety, and continuity of government.
- b. Food, Water, Shelter – Mass care, feeding, water supply, sanitation, sheltering, and housing.
- c. Health and Medical – EMS, hospitals, clinics, public health, mental health, and fatalities tracking.
- d. Energy (Power and Fuel) – Electrical grid, natural gas, propane, fuel supply, renewable sources.
- e. Communications – 9-1-1 systems, public safety radios, cellular, internet, alert and warning.
- f. Transportation – Roads, bridges, ports, transit, traffic control, aviation, and evacuation routes.
- g. Hazardous Materials – Chemical, biological, radiological, or other hazardous conditions, including debris management.
- h. Each lifeline report will include:
 - i. Current status (Green = stable, Yellow = stressed, Red = disrupted).
 - ii. Specific impacts.
 - iii. Actions taken.
 - iv. Unmet needs.
 - v. Forecasted trends.

4. Critical Facilities and Infrastructure

- a. Status of government buildings, schools, utilities, water/wastewater systems, and critical infrastructure.
- b. Availability of cooling/warming centers, shelters, and staging areas.

5. Resource Status

- a. Personnel availability, mutual aid requests, DSW activation, and cadre deployment.
- b. Equipment, commodities, and supply chain conditions.
- c. Logistics staging and distribution operations.



6. Policy, Legal, and Emergency Proclamations

- a. Local emergency proclamations and status of Board of Supervisors ratification.
- b. Requests for State or Federal declarations.
- c. Emergency ordinances or executive orders enacted.
- d. Policy issues requiring decision-making by the Policy Group or elected officials.

7. Finance and Administration

- a. Emergency procurement and expenditures.
- b. Disaster cost tracking and documentation.
- c. Anticipated recovery funding needs.

8. Public Information and Community Engagement

- a. Summary of public messaging, media briefings, and social media monitoring.
- b. Community outreach activities, including language access and ADA compliance.
- c. Rumor control efforts.

9. Equity, Access, and Functional Needs

- a. Disproportionate impacts on vulnerable populations.
- b. Services for older adults, children, individuals with disabilities, unhoused populations, and non-English speakers.
- c. Cadre deployments (e.g., FAST, Bilingual, Medical).

10. Recovery and Resilience Considerations

- a. Early recovery priorities (debris management, housing assistance, reentry).
- b. Infrastructure restoration timelines.
- c. Partnerships with VOAD, NGOs, and community-based organizations.
- d. Anticipated transition from response to recovery operations.

Embedded Graphics and Visuals

Each SitRep will incorporate visual aids to support rapid interpretation:

- **Lifeline Dashboard:** Icons for each lifeline showing green/yellow/red status.
- **Operational Maps:** GIS overlays of outages, evacuations, and resource locations.
- **Infographics:** Shelter capacity, power restoration, medical surge, transportation routes.
- **Trend Charts:** Projection of resource shortfalls, weather impacts, or recovery benchmarks.



DEVELOPMENT, APPROVAL, AND DISTRIBUTION

- **Information Gathering:** Situation Unit coordinates with Operations, Logistics, Finance/Administration, and Public Information. Data is validated against Incident Command inputs and jurisdictional reports.
- **Drafting:** Planning Section compiles and organizes information into the SitRep format.
- **Approval:** The Planning Section Manager and EOC Director approve before release.
- **Distribution:** The Planning Section circulates the SitRep to County leadership, Operational Area partners, Cal OES, FEMA (as required), and other stakeholders.

ROLES AND RESPONSIBILITIES

- **Planning Section:** Consolidates all information into Situation Reports and EOC Action Plans. Responsible for analyzing trends and presenting a common operating picture.
- **Operations Section:** Deploys staff and cadres to conduct field-level assessments and provide real-time updates to the EOC.
- **Logistics Section:** Ensures assessment teams have communications equipment, PPE, transportation, and safety support.
- **Public Information Officer (PIO):** Coordinates messaging to the public on how to participate in surveys, submit information, or request assistance.

INTEGRATION INTO DECISION-MAKING

Situational awareness products, such as maps, dashboards, and written Situation Reports, must incorporate findings from community assessments alongside operational updates. These inputs directly inform:

- EOC Action Plan development and updates.
- Prioritization of resource requests and mutual aid.
- Policy Group briefings and executive-level decisions.
- Transition to recovery operations, including the establishment of assistance centers and long-term recovery planning.

KEY CONSIDERATIONS

- Assessments should be conducted with cultural and linguistic competency, ensuring equitable access for all populations.
- Confidentiality must be maintained; only information relevant to response and recovery should be collected.
- Photographs, notes, and documentation from assessments are part of the official incident record and must be transmitted to the Planning Section Documentation Unit.



■ Operational Area SitRep

The Operational Area Situation Report (OA SitRep) serves as the foundational document for ensuring a common operating picture among all jurisdictions, agencies, and partners within Marin County. It is designed to provide concise, factual, and timely updates that inform city and town governments, special districts, NGOs, and private sector partners of the current incident status. The OA SitRep ensures all stakeholders are aligned in understanding impacts, priorities, and response actions across the Operational Area.

CORE CONTENT:

- Incident Overview
- Operational Priorities
- Impacts (infrastructure, public health, environment, utilities)
- Resource Status (deployed resources, unmet needs, mutual aid requests)
- Coordination (EOC activation, communications, and partner updates)
- Next Steps (anticipated actions for the next operational period)

The OA SitRep is not intended to be exhaustive; instead, it highlights the key issues and priorities that jurisdictions and organizations across the Operational Area must collectively track. Agencies are encouraged to contribute updates to maintain accuracy and reduce duplication of efforts. This document also establishes the foundation for more detailed reporting to County executives and State partners.



■ **County Executive / Department Heads / Board of Supervisors SitRep**

The County Executive, Department Heads, and Board of Supervisors require situational awareness that extends beyond operational details. This Situation Report is developed to provide comprehensive information on incident impacts, resource issues, and policy matters requiring executive direction or legislative action. It translates field conditions and operational data into strategic information for decision-making at the highest levels of County government.

CORE CONTENT:

- Executive Summary
- Impacts (to County departments, communities, vulnerable populations, economy)
- Critical Issues and Decision Points (policy decisions, staffing, emergency proclamations, finance)
- Countywide Coordination (support to cities/towns and interdepartmental actions)
- Operational Forecast (anticipated developments over 24–72 hours)
- Recommendations (specific actions for County executives and elected officials)

This report is intended to bridge operational data with policy and governance needs. It ensures that Marin County leadership can make timely, well-informed decisions that guide the overall response and recovery effort. By clearly identifying issues requiring executive or Board-level action, this SitRep strengthens coordination between the Emergency Operations Center and County governance structures.



■ **Statewide / Cal OES SitRep (Essential Elements of Information)**

The Situation Report for the California Governor's Office of Emergency Services (Cal OES) provides the State with standardized information required to coordinate mutual aid, allocate resources, and track statewide impacts. This report is tailored to align with Cal OES Essential Elements of Information (EElS), ensuring that the Operational Area can effectively communicate needs and situational updates within the statewide emergency management system.

CORE CONTENT:

- Incident Summary (incident name, number, location, type, declaration status)
- Current Situation (incident status, response actions, operational priorities)
- Casualties and Human Impacts (fatalities, injuries, displaced populations, shelters)
- Infrastructure (damage to transportation, energy, communications, water, facilities)
- Operations (EOC coordination, mutual aid activity, response branches)
- Resource Needs (specific requests requiring State support)
- Public Information (protective actions, warnings, messaging)
- Forecast (anticipated incident trajectory, emerging impacts)

The Cal OES SitRep ensures Marin County's Operational Area is fully integrated into the State's incident management and mutual aid systems. By delivering timely, standardized information, the report enables Cal OES to anticipate needs, provide resources, and maintain situational awareness across California. This SitRep underscores the County's responsibility to both inform the State and advocate for resources necessary to protect its communities.

■ **Situation Report Development and Approval**

The accuracy and consistency of Situation Reports depend on a structured process for gathering, validating, and approving information. Within the Emergency Operations Center (EOC), the Planning Section has primary responsibility for developing and maintaining Situation Reports.

To ensure a complete and accurate common operating picture, the Planning Section will:

- Convene regular coordination meetings with the Incident Commander(s), Department Operations Center (DOC) representatives, and/or lead agencies.
- Collect input from Section Coordinators, Branch Directors, and subject-matter experts, ensuring that operational details, impacts, and emerging issues are captured.
- Review field reports, damage assessments, and Essential Elements of Information (EElS) to ensure alignment with both operational priorities and statewide reporting requirements.



Timing:

- The EOC Planning Section should dedicate sufficient time each operational period to situation gathering, generally 1–2 hours prior to the scheduled Planning Meeting to allow for data collection and synthesis.
- Situation Reports should be updated at least once per operational period (typically every 12 hours during high-activity incidents and every 24 hours during extended or recovery operations).
- Draft reports should be completed with enough lead time to allow for review and approval by the Planning Manager and EOC Director prior to scheduled briefings or distribution deadlines.
- Rapid or interim updates may be required outside of the normal cycle if new, urgent information emerges that significantly changes the operational picture or requires immediate executive or State-level action.

Once a draft report is assembled, it must undergo review and approval to maintain accuracy, confidentiality, and unity of message. All Situation Reports must be:

- **Reviewed and signed off by the EOC Planning Manager**, confirming the report is complete, factually accurate, and properly formatted.
- **Approved by the EOC Director**, ensuring the report reflects the official position of the County of Marin and the Operational Area.

This process ensures that every Situation Report, whether intended for Operational Area partners, County executives, or Cal OES, reflects the coordinated response of the County and eliminates the risk of conflicting or premature information being released.

■ NIMS + SEMS Direction, Control, and Coordination

OVERALL DIRECTION

Strategic direction is provided by the Marin County Board of Supervisors and senior officials, who establish policy objectives and priorities during emergencies. Their responsibilities include:

- Establishing overarching policy and strategic guidance.
- Initiating, ratifying, continuing, and terminating proclamations of local emergencies.
- Authorizing the allocation and deployment of resources.
- Facilitating effective public communications and information dissemination.



CONTROL AND OPERATIONAL MANAGEMENT

The Marin County Emergency Operations Center, managed by the Office of Emergency Management, serves as the central hub for coordination and operational control during emergencies. The EOC's responsibilities include:

- Activating and staffing the EOC according to the severity and scope of the emergency.
- Coordinating response and recovery actions among county departments, cities, towns, and special districts.
- Managing and prioritizing resource allocation and logistics.
- Gathering, analyzing, and disseminating situational information and intelligence to stakeholders.



INCIDENT COMMAND SYSTEM (ICS)

Marin County utilizes the Incident Command System (ICS) to organize response operations. Key elements of ICS implementation include:

- Clearly defined command structure and lines of authority.
- ICS is used to organize field response and is mirrored in the EOC to facilitate coordination with the Incident Command Post.
- Integration of multi-agency resources under a unified command or area command, as appropriate.

Function	Field Level	EOCs
Command / Management	Directing, ordering and/or controlling resources	Facilitation of policy, coordination, and support of the incident
Operations	Coordinate tactical response of all field operations in accordance with the Incident Action Plan	Coordinate jurisdictional operations in support of the response to the emergency in accordance with the EOC Action Plan
Planning and Intelligence	Collect, evaluate, document and use of intelligence related to the incident	Collect, evaluate, and disseminate information and maintain documentation relative to all jurisdiction activities
Finance and Administration	Analyze financial, cost, and administrative aspects not handled by the other functions	Coordinate and support administrative and fiscal aspects of the emergency incident
Logistics	Provide facilities, services, personnel, equipment, and materials in support of the incident	Provide facilities, services, personnel, equipment, and materials in support of all jurisdictional activities as required
Joint Information System	Provide coordination from the Field PIOs to the JIC	Lead and Manage the Joint Information Center and coordination with the Lead PIO.





■ **Chapter 16: Emergency Public Communications**

The Office of Emergency Management (OEM) is responsible for coordinating all emergency communications during an Emergency Operations Center (EOC) activation. Effective communications are essential for safeguarding life and property and ensuring that the whole community receives timely, accurate, and actionable information. All communications activities must account for equitable access, particularly for individuals with access and functional needs (AFN) and other disproportionately impacted populations, consistent with California Government Code §§ 8593.3 and 8593.9.

For additional procedures, templates, and detailed roles and responsibilities related to public information, alert and warning, media coordination, and multilingual accessibility, refer to the **County of Marin's Emergency Public Communications Annex**. The Annex serves as the primary companion document to this Emergency Operations Plan section and provides expanded operational guidance for emergency communications.

■ **Interagency Communication and Coordination**

First responders communicate via radio, phones, and Computer-Aided Dispatch (CAD) systems. Responders maintain communication with each other, their agency dispatch, Department Operations Centers (DOCs), local EOCs, the OEM Duty Officer, and the Operational Area (OA) EOC.

- The **Marin Emergency Radio Authority (MERA)** manages a countywide interoperable radio communications system for fire, law, public works, transportation, special districts, and other response partners.
- OEM uses **WebEOC**, a web-based software platform, for documentation, resource requests and tracking, and situational awareness.
- Communications with Cal OES are conducted through OEM's Duty Officer and/or the OA EOC.

■ **Initiation of Emergency Notifications**

Emergency notifications are initiated when there is an imminent threat to life, safety, or property. The Marin County Fire Department Office of Emergency Management, as the Alert and Warning Authority for the Operational Area, will determine when to issue mass notifications.

- The **AlertMarin system** is the primary tool for issuing public alerts via phone, text, email, and other registered devices.
- **Wireless Emergency Alerts (WEA)** and the **Emergency Alert System (EAS)** may also be used to broadcast emergency messages to the broader community.
- Alerts are delivered in **English and Spanish by default**, with translation and interpreter services available for additional languages.

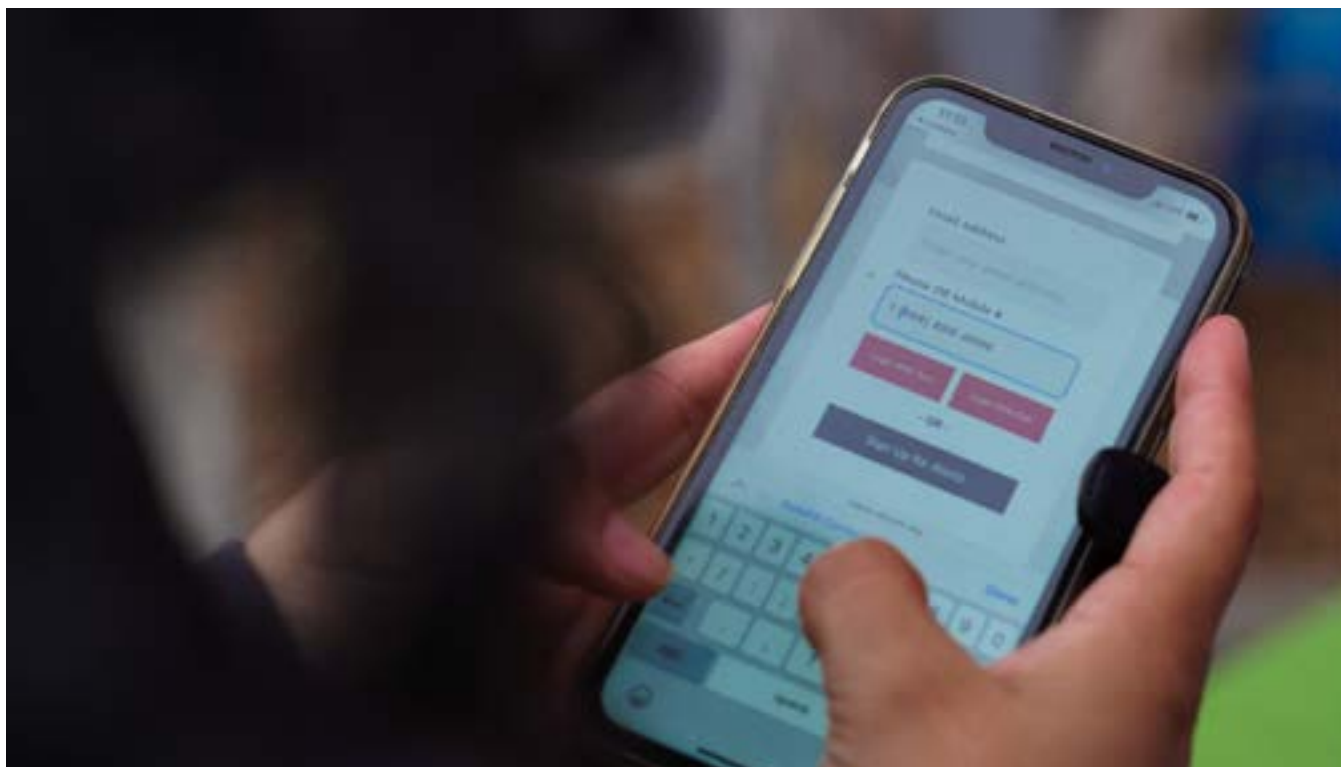


■ Public Alert and Warning Systems

Marin County employs a multi-modal alert and warning system to ensure timely, accessible, and redundant notification of emergencies:

- **Public Emergency Portal:** OEM maintains the County's emergency website and posts incident information prominently on the homepage.
- **AlertMarin:** Opt-in system managed by OEM that delivers alerts via call, text, and email. Landlines and certain VoIP numbers are auto-registered.
- **Integrated Public Alert and Warning System (IPAWS):** OEM and the Novato Police Department are authorized IPAWS users. Components include:
 - **Emergency Alert System (EAS):** National system delivering messages via television and radio.
 - **Wireless Emergency Alerts (WEA):** Broadcasts short messages to all WEA-enabled mobile devices in an affected area.
 - **NOAA/NWS Alerts:** Broadcasts Non-Weather Emergency Messages via NOAA Weather Radio All Hazards.
- **Long-Range Acoustic Device (LRAD):** Maintained by Southern Marin Fire Protection District for long-range audible warnings.
- **Hi-Lo Sirens:** Used by law enforcement to signal imminent evacuation or life-safety conditions.

OEM maintains software for subscriber management, alert templates, and IPAWS origination, and regularly trains staff in alerting procedures.



■ Sustained Emergency Communications

Following initial notifications, emergency information must be sustained throughout the duration of the incident. The County PIO, working within the EOC, ensures consistent communications through multiple channels:

- **Press Conferences and Media Briefings:** Regular updates are provided in coordination with the County Executive, Policy Group, and Incident Commander(s). All press conferences must integrate ASL interpreters, closed captioning, and translated materials in threshold languages.
- **Social Media:** Emergency alerts and updates are distributed through official County accounts and amplified by cities, towns, and community-based partners. Posts must include alt text, captions, and multilingual content. Pre-scripted messages in English and Spanish are available for immediate release, with additional languages accessed through translation services.
- **Websites and Hotlines:** The County emergency website and the 2-1-1 information system provide detailed updates on shelters, health guidance, transportation, and recovery resources. Hotlines must provide access to relay services, TTY/TDD, and Language Line translation services.

■ Public Information – JIS and JIC

The Joint Information System (JIS) provides the framework to coordinate public messaging across all responding agencies. PIOs share updates, coordinate approvals, and ensure alignment across platforms.

When needed, a Joint Information Center (JIC) may be activated to:

- Issue press releases and media briefings.
- Manage social media and public inquiries.
- Provide multilingual and accessible materials.
- Coordinate message approval and release through the EOC Management Section.

If a physical JIC is not feasible, a virtual JIC will be established using secure collaborative platforms.



■ **Accessibility and AFN Integration**

Marin County is committed to ensuring that emergency communications reach the whole community, including individuals with access and functional needs (AFN).

- **AFN Representation:** The County's Office of Equity, Aging and Adult Services, and AFN advisory representatives are consulted in developing and reviewing emergency communication strategies to ensure cultural and linguistic competence.
- **Interpreters and Translators:** ASL interpreters are present at all press conferences. Translators ensure written and digital messages are available in multiple languages.
- **Assistive Technology:** Communications must include closed captioning, alt text, plain language, and screen-reader compatible formats. Audio messages are reviewed for clarity and accessibility.
- **Equitable Messaging:** Communications are disseminated through trusted community-based organizations and multilingual staff cadres, including bilingual Disaster Service Workers, to ensure outreach to historically underserved populations.

■ **Coordination and Messaging Consistency**

All messaging is coordinated through the JIS to prevent conflicting or duplicative information. If a JIC is activated, it will serve as the central hub for collection, verification, and dissemination. Social media monitoring and rumor control are integral to sustained communications, ensuring misinformation is corrected quickly and the public continues to receive accurate and actionable guidance.

■ **Minimum Standards for Emergency Communications**

This Emergency Operations Center communications framework ensures that all public alerts, warnings, and information are delivered in a manner that is timely, accurate, consistent, and accessible to the whole community. Marin County's approach fulfills the requirements of California Government Code §§ 8593.3 and 8593.9 by integrating interpreters, translators, assistive technology, and AFN representation into all phases of emergency communications. Additionally, the County's position meets the requirement to ensure all emergency messages are sent in compliant languages required under AB1638 / California Government Code §§ 7299.7.





■ **Chapter 17: Whole Community Alerting, Evacuation, and Mass Care**

The purpose of the **Whole Community Mass Alerting, Evacuation, and Care Section** is to establish a coordinated, inclusive, and adaptive framework for how the County of Marin will alert, warn, evacuate, and provide care to the public during any emergency that requires large-scale protective action or population movement. This chapter outlines the County's approach to ensuring that emergency communications, evacuation support, and mass care operations are effective, equitable, and accessible to all residents, workers, and visitors, including those with disabilities, older adults, children, individuals with limited English proficiency, and others with access and functional needs.

This chapter affirms Marin County's commitment to a **whole community approach**, recognizing that disaster response and recovery efforts are strengthened through collaboration across government agencies, community-based organizations, private sector partners, and the public. All activities under this plan are designed to reflect the County's values of **equity, cultural competence, accessibility, and transparency**, ensuring that every individual has the information, resources, and support necessary to make life-saving decisions and access essential services before, during, and after an emergency.





■ Whole Community, Multi-Modal, and Redundant Operations

Throughout all phases, alerting, evacuation, mass care, and recovery, Marin County will employ multiple modalities to reach, inform, and support the public. These modalities are selected and integrated to accommodate diverse abilities, cultural and linguistic backgrounds, and technology access levels.

MULTI-MODAL PUBLIC ALERTING

To ensure that no person is left uninformed during an emergency, the County will issue public alerts and warnings through redundant and complementary systems, including but not limited to:

- **Wireless Emergency Alerts (WEA) and Emergency Alert System (EAS)** for immediate, high-priority notifications (via AlertMarin).
- **AlertMarin** for targeted community notifications and operational updates.
- **Social media platforms, County and city websites, and news media broadcasts** for situational awareness and ongoing instructions.
- **Speakers, community sirens, and door-to-door notifications** for individuals with limited internet or cell coverage.
- **Multilingual messaging, American Sign Language (ASL) videos, and captioned communications** to ensure accessibility for individuals with hearing or language barriers.
- **Trusted community networks**, including community-based organizations (CBOs), schools, and faith-based partners, to amplify alerts through familiar and culturally relevant channels.

This approach ensures that public warning is not dependent on a single device, platform, or language, increasing the likelihood that every resident receives and understands time-sensitive information.





MULTI-MODAL EVACUATION SUPPORT

Where feasible, during evacuation operations, Marin County will deploy multiple systems and partners to move people safely and equitably:

- **Coordinated law enforcement and fire notifications** across zone-based evacuation maps to ensure consistent messaging and action.
- **Accessible transportation** through transit partners, paratransit, school districts, and volunteer driver networks to assist those without vehicles or with mobility limitations.
- **Physical and digital wayfinding** tools, including printed maps, signage, and real-time GIS dashboards, to guide evacuees and responders.
- **Community-based outreach** through neighborhood associations, CBOs, and service providers to reach isolated, institutionalized, or language-isolated populations.

The County's evacuation approach ensures that communication, transportation, and assistance are **redundant and mutually supportive**, providing multiple opportunities for individuals to receive evacuation instructions and assistance.

MULTI-MODAL CARE AND SUPPORT

In mass care and sheltering operations, Marin County will ensure that shelter registration, information sharing, and service delivery occur across multiple formats and locations:

- **Congregate shelters, non-congregate lodging, and partner-facility placements** to accommodate varied needs.
- **On-site interpreters, multilingual signage, and accessible registration systems** (visual, written, and electronic).
- **Digital and printed resource guides** for evacuees to understand available assistance.
- **Disaster Service Workers (DSWs)** and volunteers trained to conduct outreach, interpret, and assist in person for those unable to access digital tools.

This ensures that individuals with different levels of access to technology, literacy, or mobility can still obtain essential information and services.



ACCESSIBILITY, CULTURAL COMPETENCE, AND FUNCTIONAL ASSESSMENTS

Marin County integrates accessibility and equity into every operational phase by:

- Using the **CMIST Framework** (Communication, Medical, Independence, Supervision, and Transportation) to guide planning and resource deployment.
- Conducting **functional needs assessments** before and during incidents to identify barriers and deploy appropriate supports.
- Collaborating with **trusted cultural and community-based partners** to ensure that messaging and care delivery reflect linguistic, cultural, and social contexts.
- Incorporating **trauma-informed practices and person-first communication** into responder training and public engagement.

These practices ensure that operations are not only functional but respectful, equitable, and inclusive of all Marin residents.

IMPLEMENTATION AND COORDINATION

Under the direction of **Marin County Office of Emergency Management (OEM)**, this annex operationalizes multi-modal, whole community coordination through:

- Integrated communications between jurisdictions, departments, and CBOs.
- Real-time situational awareness via WebEOC and GIS mapping tools.
- Coordination with state and federal partners to ensure consistent, accessible, and redundant messaging and service delivery.

This annex works in concert with the **Alert and Warning Annex, Evacuation Support Annex, and Care and Shelter Annex**, ensuring alignment between County operations and local jurisdictional procedures.

CORE DELIVERABLE

Through multi-modal communication, layered redundancies, and a deep commitment to accessibility and cultural competence, Marin County ensures that no single point of failure will prevent the public from receiving critical information, assistance, or care.

This annex provides the foundation for an operational system that meets people where they are , in language, culture, ability, and circumstance , across every phase of alerting, evacuation, and mass care.



■ Organization and Responsibilities

The successful execution of whole community mass alerting, evacuation, and care operations depends on clear organizational structure, defined roles, and coordinated actions among County departments, cities and towns, special districts, and community partners. This section identifies the primary and supporting agencies responsible for carrying out each major functional component under this annex.

The **Marin County Office of Emergency Management (OEM)** serves as the coordinating agency for alert and warning, evacuation support, and mass care integration within the Operational Area. Marin OEM facilitates information flow, resource coordination, and situational awareness between jurisdictions, special districts, tribal governments, volunteer organizations, and state and federal partners. Although Marin County OEM may not be the lead agency, OEM's role as the coordination point ensures that effective implementation is maintained and compliance is instilled.

OPERATIONAL STRUCTURE

When activated, mass alerting, evacuation, and care operations are coordinated through the **Emergency Operations Center (EOC)** under the **Operations Section**, with direct support from the Planning, Logistics, and Finance/Administration Sections. Field operations are managed under Unified Command in collaboration with local law enforcement, fire agencies, public works, and health and human services partners.

Each functional element, Alert and Warning, Evacuation, and Care and Shelter, is led by a designated Branch or Unit within the EOC structure.



ROLES AND RESPONSIBILITIES

Marin County Office of Emergency Management (OEM)

Lead Role: Operational Area Coordination

Responsibilities:

- Serve as the lead agency for Operational Area coordination, resource prioritization, and inter-jurisdictional communication.
- Authorize activation and escalation of public alert and warning systems (e.g., WEA, EAS, AlertMarin, NOAA).
- Maintain and operate the Marin Emergency Operations Center (EOC) and ensure coordination between County departments, cities/towns, and special districts.
- Provide technical assistance and training for local jurisdictions on inclusive alerting and evacuation planning.
- Maintain agreements and MOUs with partner agencies for mass care, animal sheltering, and transportation support.
- Integrate accessibility, cultural competence, and functional assessment considerations into all operational coordination activities.
- Coordinate the deployment and demobilization of Disaster Service Workers (DSWs) for mass care and evacuation support assignments.

Supporting Entities:

Cities and Towns, Marin County Sheriff's Office, Marin County Health and Human Services, Department of Public Works, Marin County Transit Partners, Red Cross, Marin Humane Society, and community-based organizations (CBOs).

Marin County Sheriff's Office

Lead Role: Evacuation Operations and Public Safety Coordination

Responsibilities:

- Lead law enforcement operations related to evacuation orders, traffic control, perimeter management, and reentry operations.
- Coordinate with local police departments and the California Highway Patrol (CHP) for unified evacuation management.
- Support alert and warning message dissemination in coordination with Marin OEM and local Public Information Officers (PIOs).
- Maintain situational awareness of field conditions and report status updates to the EOC.
- Identify populations requiring evacuation assistance, including residents in institutions, long-term care facilities, and access and functional needs populations.

Supporting Entities:

Local Police Departments, CHP, Marin County Fire Department, Department of Public Works, Marin Transit, Animal Services, and Public Information Officers Group.



Marin County / District Fire, EMS and Rescue Agencies

Lead Role: Hazard Identification and Evacuation Support

Responsibilities:

- Identify evacuation zones, trigger points, and safety routes based on real-time incident conditions.
- Provide suppression, rescue, and life safety support during evacuation operations.
- Coordinate with law enforcement and Marin OEM on public warning messages and evacuation orders.
- Support damage assessment and reentry planning following incident stabilization.

Supporting Entities:

Local Fire Departments, Marin County Fire Department, Cal Fire, Marin Wildfire Prevention Authority, Marin OEM, and CHP.

Department of Health and Human Services (HHS)

Lead Role: Mass Care, Shelter, and Human Services Coordination

Responsibilities:

- Lead the Care and Shelter Branch of the EOC Operations Section.
- Coordinate mass care operations with the American Red Cross under established MOUs.
- Identify, open, and manage accessible shelter facilities that meet ADA and CMIST framework standards.
- Integrate public health, behavioral health, and medical care resources within shelters and assistance centers.
- Coordinate support for individuals with disabilities and others with access and functional needs.
- Facilitate reunification services and transition to long-term recovery and housing assistance.

Supporting Entities:

American Red Cross, Marin Humane Society, Marin OEM, County Facilities, School Districts, CBOs, and Volunteer Organizations Active in Disaster (VOADs).

Department of Public Works (DPW)

Lead Role: Transportation and Infrastructure Support

Responsibilities:

- Maintain and clear evacuation routes and critical access corridors.
- Support traffic control and road closure operations in coordination with law enforcement.
- Provide public works personnel and heavy equipment for debris removal and facility readiness.
- Coordinate with Marin Transit for accessible transportation resources for evacuees with mobility limitations.



Supporting Entities:

Cities and Towns DPWs, Marin Transit, Caltrans, Sheriff's Office, and Marin OEM.

Local Jurisdictions and Special Districts

Cities, towns, and special districts within Marin County are responsible for developing and implementing local procedures that align with this annex. When their resources are exhausted or coordination beyond their boundaries is needed, requests for support are routed through Marin OEM to the Operational Area EOC.

Local jurisdictions retain control of operations within their boundaries but will coordinate alerting, evacuation, and care activities to ensure consistency and effectiveness across the county.

■ Whole Community Objectives

The objectives in this section define how Marin County and its Operational Area partners will implement **Whole Community operations** across the interconnected functions of **Alert and Warning, Evacuation, and Mass Care and Sheltering**. Each objective is designed to ensure that protective actions are **timely, accessible, culturally competent, and coordinated** among jurisdictions, departments, and community partners.

Whole Community implementation means that every operational decision, from initial public alerting to long-term sheltering, accounts for the diverse needs of Marin County's population, including individuals with disabilities, those with limited English proficiency, older adults, children, unhoused residents, and others with access and functional needs.

GENERAL OBJECTIVES FOR WHOLE COMMUNITY IMPLEMENTATION

Objective	Intended Outcome	Lead / Supporting Entities
4.1.1	Integrate accessibility, cultural competence, and functional assessments into all emergency communication, evacuation, and care operations.	Marin OEM (lead); HHS, Sheriff's Office, Cities/Towns, CBOs, Equity and Inclusion Office
4.1.2	Ensure all operational decisions and public messaging are made using a people-centered, equity-based framework.	Marin OEM (lead); PIO Group, HHS, CBOs
4.1.3	Maintain coordination between jurisdictions, County departments, and special districts through the Operational Area EOC.	Marin OEM (lead); All Departments, Cities/Towns



Objective	Intended Outcome	Lead / Supporting Entities
4.1.4	Provide training and just-in-time orientation for Disaster Service Workers (DSWs) to support inclusive sheltering, registration, and logistics functions.	County HR (lead); Marin OEM, HHS, Red Cross
4.1.5	Ensure that alert, evacuation, and care operations support the safety of responders and the dignity and independence of those served.	Marin OEM (lead); Sheriff's Office, Fire Agencies, HHS, CBOs

ALERT AND WARNING OBJECTIVES

Objective	Intended Outcome	Lead / Supporting Entities
4.2.1	Rapidly issue alerts and warnings through multiple redundant systems (Everbridge, WEA, EAS, NOAA, Nixle, social media, and local broadcast) to ensure broad public reach.	Marin OEM (lead); Sheriff's Office, Cities/Towns, PIO Group
4.2.2	Disseminate messages in plain language, multiple languages, and accessible formats (ASL, captioned video, text-to-speech) in compliance with ADA and Section 508 standards.	Marin OEM (lead); Equity and Inclusion Office, CBOs, Translation Partners
4.2.3	Coordinate alert and warning operations with Cal OES and neighboring counties to ensure message consistency and regional situational awareness.	Marin OEM (lead); Cal OES, Sonoma and Contra Costa OAs
4.2.4	Maintain a joint information process (Joint Information System) to ensure message accuracy, consistency, and timely updates during prolonged incidents.	Marin OEM (lead); County PIOs, Cities/Towns, HHS
4.2.5	Establish pre-scripted, culturally competent alert templates for high-risk hazards (wildfire, flood, extreme heat, power shutoff) and ensure annual review and testing.	Marin OEM (lead); Sheriff's Office, Fire Agencies, Equity and Inclusion Office
4.2.6	Implement inclusive outreach and education programs so that community members understand alert systems and know how to respond when notified.	Marin OEM (lead); CBOs, Cities/Towns, Schools



EVACUATION OBJECTIVES

Objective	Intended Outcome	Lead / Supporting Entities
4.3.1	Conduct coordinated, tiered evacuation operations across jurisdictions using standardized zone-based mapping and triggers.	Sheriff's Office (lead); Fire Agencies, Cities/Towns, Marin OEM
4.3.2	Identify and prioritize the evacuation needs of individuals with disabilities, transportation dependencies, and those requiring assistance using pre-event functional assessments and registries.	HHS (lead); Marin Transit, Sheriff's Office, CBOs
4.3.3	Provide accessible transportation resources, including paratransit vehicles, school buses, and partner-operated vehicles, to support assisted evacuations.	Marin Transit (lead); DPW, HHS, OEM, School Districts
4.3.4	Establish and publicize evacuation routes, reception areas, and temporary refuge points that accommodate mobility devices, service animals, and assistive technologies.	DPW (lead); Fire Agencies, Sheriff's Office, OEM
4.3.5	Maintain situational awareness of evacuation progress through GIS-enabled dashboards and field reports, ensuring real-time coordination between field ICs and the EOC.	Marin OEM (lead); Sheriff's Office, DPW, Fire Agencies
4.3.6	Develop and test reentry procedures that account for safety inspections, accessibility, and health considerations for displaced residents.	Sheriff's Office (lead); Fire, Environmental Health, OEM

MASS CARE OBJECTIVES

Objective	Intended Outcome	Lead / Supporting Entities
4.4.1	Provide safe, accessible, and culturally competent sheltering options for displaced individuals and families through coordinated congregate and non-congregate shelter operations.	HHS (lead); Red Cross, OEM, Marin Humane Society, CBOs



Objective	Intended Outcome	Lead / Supporting Entities
4.4.2	Ensure shelter facilities meet ADA standards and implement the CMIST framework for identifying and addressing functional needs.	HHS (lead); DPW, Red Cross, Equity and Inclusion Office
4.4.3	Deploy DSWs and trained volunteers to assist with registration, translation, food service, and resource logistics at care and shelter sites.	County HR (lead); HHS, Red Cross, OEM
4.4.4	Establish systems for family reunification, behavioral health support, and pet sheltering in coordination with partner agencies.	HHS (lead); Marin Humane Society, Red Cross, Schools
4.4.5	Develop and implement mass feeding, hydration, and supply distribution operations in coordination with VOADs, local businesses, and County logistics resources.	HHS (lead); DPW, OEM, CBOs
4.4.6	Conduct regular functional assessments and equity audits of shelter and assistance sites to identify and address barriers to access and participation.	HHS (lead); Equity and Inclusion Office, OEM

RECOVERY TRANSITION OBJECTIVES

Objective	Intended Outcome	Lead / Supporting Entities
4.5.1	Ensure seamless transition from response to recovery operations by maintaining situational and client data continuity between shelters, assistance centers, and long-term recovery groups.	Marin OEM (lead); HHS, VOAD, Long-Term Recovery Task Force
4.5.2	Conduct after-action reviews to evaluate equity, accessibility, and communication effectiveness in mass alerting, evacuation, and care operations.	Marin OEM (lead); All Departments, Cities/Towns
4.5.3	Incorporate lessons learned into plan updates, training, and annual functional exercises.	Marin OEM (lead); County Departments, Cal OES, CBOs

Through these objectives, Marin County and its partners operationalize the principles of whole community emergency management by ensuring that alerting, evacuation, and care activities are inclusive, coordinated, and sustainable. Each objective connects to actionable procedures in supporting annexes, providing a unified framework for protecting life, safety, and community resilience during complex and evolving emergencies.



■ Service Animals and Pets During Incidents

This section establishes the framework for ensuring that emergency operations within Marin County provide for the safety, care, and reunification of both household pets and service animals, while maintaining compliance with federal and state laws, and preserving the operational effectiveness of sheltering and evacuation missions. The County recognizes the integral role animals play in the lives of residents, both as companions and as essential partners in maintaining independence and access for individuals with disabilities.

POLICY

Marin County shall ensure that all emergency response, evacuation, and sheltering operations balance humane care for animals with the protection of public health, safety, and accessibility for all community members. No individual shall be denied access to emergency shelter, evacuation transport, or other lifesaving services because of the presence of a service animal, consistent with the Americans with Disabilities Act (ADA) and the California Government Code §11135.

GUIDING PRINCIPLES

1. Equal Access and Inclusion

Emergency operations must ensure equity in service delivery for all residents, including those who rely on animals for assistance or companionship.

- a. Service animals are legally recognized as essential aids to persons with disabilities. They shall be allowed to accompany their handlers in all shelters, evacuation vehicles, and response facilities where the general public is permitted.
- b. Pets, while not granted the same legal access rights, are recognized as family members whose protection reduces trauma, enhances compliance with evacuation orders, and supports holistic recovery.

2. Operational Balance

A successful animal response depends on maintaining safety, accessibility, and compassion for both people and animals.

- a. Emergency managers and shelter operators shall provide accommodations that **support both categories of animals without compromising safety, hygiene, or accessibility.**
- b. Whenever feasible, **co-located shelter models** will be used, wherein household pets are sheltered in adjacent or nearby facilities under animal services supervision, while service animals remain with their handlers in human shelters.



3. Legal Foundations and Outcomes

Response and sheltering practices must align with federal and state law to ensure access, eligibility for assistance, and consistency across jurisdictions.

- a. The **Pets Evacuation and Transportation Standards (PETS) Act of 2006, the ADA, and the Fair Housing Act** require that emergency programs incorporate provisions for service animals and companion animals.
- b. California Government Code §§ 8593.10–8608 mandates that local emergency plans designate at least one pet-accommodating emergency shelter and incorporate the **California Animal Response Emergency System (CARES)** program.
 - i. Provisions shall also be applied to Cooling Center, Emergency Shelters, and other places where Emergency Information is provided to the public.

4. Health and Safety

Animal support operations must protect public health, prevent disease, and ensure safe conditions for people and animals alike.

- a. Shelter and evacuation managers shall coordinate with **Marin Humane, Public Health, and Environmental Health** to ensure infection control, vaccination verification, waste management, and environmental safety protocols are implemented in all animal-support operations.
- b. PPE, sanitation supplies, and species-specific handling guidance shall be made available to Disaster Service Workers (DSWs) and volunteers.

5. Functional Needs and Equity

Emergency sheltering must be inclusive and responsive to the diverse functional needs of all community members.

- a. The County shall integrate **Access and Functional Needs (AFN)** assessments into all shelter and evacuation planning to identify residents who rely on service animals or emotional support animals.
- b. Staff shall be trained to distinguish between **service animals (covered under ADA)** and emotional support or comfort animals, ensuring compliance while maintaining compassion and flexibility.

6. Reunification and Documentation

Accurate documentation and tracking are essential to reunite people with their animals and maintain accountability throughout operations.

- a. All animals entering County-supported shelters or transport systems shall be tracked via registration, photos, and owner information.
- b. Service animals are registered under their handler's records, maintaining confidentiality and avoiding separation except in circumstances of safety or medical necessity.
- c. **Marin Humane** shall manage reunification operations through an Animal Tracking and Reunification System or Process or designated software platform.



IMPLEMENTATION

- **Marin Humane** shall serve as the **lead agency** for coordinating animal sheltering and field operations under this section.
- The **Marin County Office of Emergency Management (OEM)** shall ensure compliance with state and federal mandates and provide oversight of joint operations with the **Health and Human Services Department (HHS), Public Health, and Environmental Health**.
- Supporting agencies include:
 - **Marin Humane:** shelter management, veterinary care, and animal intake tracking.
 - **Public Health / Environmental Health:** zoonotic disease prevention and sanitation.
 - **American Red Cross:** coordination of co-located human and pet shelters.
 - **Marin County Sheriff's Office / Animal Control:** field rescue, transport, and security.

KEY TAKEAWAY

Emergency operations must safeguard human life and dignity while recognizing that the human–animal bond profoundly affects residents' willingness to evacuate, recover, and comply with life-saving orders. Balancing these needs ensures both compassion and compliance, fulfilling Marin County's Whole Community and People-Centric Emergency Management principles.



■ **Chapter 18: Resource Requests – Operational Area Partners, Cities/Towns, Special Districts, and County Departments**

During an incident requiring Emergency Operations Center (EOC) activation, all resource requests from County Departments, Cities, Towns, and Special Districts must be routed through the Marin County EOC to ensure coordination, prioritization, and documentation. This process ensures that available resources are distributed equitably, duplication of effort is minimized, and requests that cannot be met locally can be elevated appropriately.

Resource requests may include personnel, equipment, facilities, supplies, or specialized services necessary to support response and recovery operations. Examples include firefighting support resources, medical supplies, shelter materials, vehicles, communications systems, interpreters or bilingual staff, Disaster Service Workers (DSWs), and logistical support such as food, water, fuel, or transportation. Requests that can be obtained through existing mutual aid channels should be pursued through those systems before elevating to the Marin County EOC.

■ **Request Process**

1. **Internal Resources:** Each agency or department is expected to first exhaust its internal resources, mutual aid agreements, and vendor contracts prior to submitting a request to the EOC.
2. **Submission:** Requests for resources should be submitted through established WebEOC systems, resource request forms (e.g., ICS 213 RR), or through direct communication with assigned EOC Section Coordinators.
3. **Validation:** The EOC Operations Section and Logistics Section will validate requests to confirm need, availability, and potential duplication with other existing efforts.
4. **Prioritization:** If multiple requests exceed available resources, the EOC Director, in consultation with Section Managers, will prioritize distribution based on life safety, incident stabilization, protection of critical infrastructure, and community needs.
5. **Escalation:** If requests cannot be filled with County resources, the Marin County EOC will first seek assistance from Operational Area partners within Marin County before elevating unmet needs to the State of California through Cal OES or requesting resources from outside the county.



■ Responsibilities

- **County Departments** must track internal resource use and submit requests only when additional support is needed. Departments should assign staff to maintain situational awareness and coordinate with their Department Operations Center (DOC), if activated.
- **Cities, Towns, and Special Districts** must coordinate requests through their local EOCs or DOCs first. An authorized staff member from the jurisdiction will forward consolidated needs to the Marin County EOC.
- **Marin County EOC** is responsible for logging, validating, and tracking all requests; providing regular updates to requestors on status; and ensuring documentation is maintained for cost recovery purposes.

■ Documentation

All resource requests must be logged in WebEOC or on approved ICS forms to ensure accurate tracking for situational awareness and reimbursement. Requestors are responsible for providing sufficient detail, including type, size, quantity, delivery location, and any special considerations (e.g., accessibility, safety requirements).

■ EOC Resource Request Process

The Marin County Emergency Operations Center (EOC) relies on a clear and structured flow of information and requests to ensure coordinated decision-making, efficient resource allocation, and effective situational awareness. This process ensures that priorities aligned and translated into actionable objectives, and that requests from the field are addressed in a timely and consistent manner.

MANAGEMENT-DRIVEN INFORMATION FLOW (TOP-DOWN)

In the best-case scenario, the EOC operates through proactive management direction:

1. **Management Section:** Establishes incident priorities and overall policy direction.
2. **Planning Section:** Translates priorities into measurable objectives, incorporating situational awareness reports, intelligence, and field-level information.
3. **Logistics Section:** Secures the resources necessary to meet the objectives.
4. **Finance/Administration Section:** Reviews, approves, and logs financial obligations and ensures compliance with procurement and cost recovery requirements.
5. **Operations Section:** Receives the resources, integrates them into tactical support, and ensures delivery to field operations or community support missions.

This sequence ensures that incident priorities set at the highest level are implemented effectively through the operational structure of the EOC.





REQUEST-DRIVEN INFORMATION FLOW (BOTTOM-UP)

Alternatively, requests may originate from the field or incident command posts (ICPs):

1. **Field Request Submission:** Requests are submitted through the established chain of command to the EOC Operations Section Deputy Manager, who validates and documents the request.
2. **Planning Section Review:** The request is logged, analyzed for alignment with the current EOC Incident Action Plan (IAP), and prioritized relative to other operational needs.
3. **Management Section Approval:** If the request requires a shift in priorities or a policy decision, it is elevated to Management for approval.
4. **Logistics Section Action:** Logistics attempts to fill the request through available County, Operational Area, or mutual aid resources.
5. **Finance/Administration Section Review:** Reviews and approves financial transactions and records all costs for reimbursement or tracking purposes.
6. **Operations Section Delivery:** Once secured and approved, the requested resource is handed off to Operations for deployment to the field or community mission site.

CROSS-SECTIONAL COORDINATION

At every stage, effective communication between sections is critical. Information flows both horizontally and vertically through situation reports, resource tracking systems, and regular EOC briefings. Documentation of all requests, decisions, and outcomes is maintained in the Planning Section's Documentation Unit to ensure accountability and facilitate cost recovery.



■ **Resource Request Core Objectives**

- **Transparency:** Each section shares updates in scheduled situation reports and status boards.
- **Accountability:** Requests and decisions are tracked in writing to ensure compliance with local, state, and federal requirements.
- **Efficiency:** Information should move through the shortest and most direct path possible while maintaining accuracy and oversight.

■ **Central Role of the Planning Section in Resource Request Management**

To maintain unity of effort and ensure that all actions within the Emergency Operations Center (EOC) are consistent with established priorities, all requests must be routed through the Planning Section. This requirement applies regardless of whether a request originates from the field, from an EOC Section, or from a partner agency.

The Planning Section serves as the central hub for validating, prioritizing, and documenting requests. By directing requests through Planning, the EOC ensures:

1. Alignment with Policies and Procedures

- a. Requests are reviewed for compliance with EOC policies, Standardized Emergency Management System (SEMS), National Incident Management System (NIMS), and applicable County codes.
- b. This step ensures that actions taken by the EOC are lawful, coordinated, and consistent with established emergency management frameworks.

2. Integration with EOC Objectives

- a. Each request is evaluated against the current Incident Action Plan (IAP) to confirm that it supports approved objectives and established priorities set by the Management Section.
- b. Requests that require a new or modified objective are elevated to the Management Section for consideration and approval.

3. Comprehensive Documentation

- a. All requests are logged into the EOC's documentation systems (e.g., resource tracking and situation reporting tools).
- b. The Planning Section's Documentation Unit captures the full lifecycle of each request, from submission, review, and approval to fulfillment and closeout, ensuring accountability and supporting after-action reporting and cost recovery.



4. Efficient Resource Management

- a. Once validated and documented, requests are forwarded to Logistics for sourcing, Finance/Administration for approval, and Operations for deployment.
- b. This structured flow prevents duplication, reduces miscommunication, and ensures resources are directed where they are most needed.

No request bypasses the Planning Section. By enforcing this standard, the EOC preserves a clear chain of accountability, enhances situational awareness, and ensures that all actions taken support the coordinated response and recovery effort.

■ Link to Disaster Service Workers (DSWs)

If staffing requests are submitted, the Human Resources Branch within the EOC will coordinate assignment of Disaster Service Workers (DSWs). DSWs may be deployed to support County, City/Town, or Special District missions only when approved and logged through the EOC to ensure safety, accountability, and workers' compensation coverage.

■ Disaster Service Worker (DSW) Activation

The purpose of this section is to define the process by which County employees may be assigned as Disaster Service Workers (DSWs) during an emergency. California Government Code §§ 3100–3109 requires that all public employees, with the exception of law enforcement officers, firefighters, and certain other classifications, are declared Disaster Service Workers upon hire. This designation ensures that the County has the necessary staffing depth to support disaster response and recovery operations when local government resources are otherwise insufficient.

AUTHORITY

All County employees, upon hire, take the State-mandated Loyalty Oath, affirming their designation as Disaster Service Workers. This legal requirement establishes the authority for their deployment in emergencies. Activation of Disaster Service Workers occurs **only when the County's Emergency Operations Plan (EOP) is activated**, and may be directed by the County Administrator, the Director of Emergency Services, or their designees.

If significant changes to County employee **working hours, compensation, or job duties** are required to ensure adequate response capacity, County staff should recommend that the Board of Supervisors or Director of Emergency Services issue a **local emergency proclamation**. This formal proclamation provides the necessary legal framework for expanded staffing flexibility, labor cost recovery, and workforce protections.



CONCEPT OF OPERATIONS

When the Emergency Operations Plan is activated, County departments will continue to maintain essential functions while providing staff as Disaster Service Workers to support emergency response. Human Resources (HR), in coordination with the Emergency Operations Center (EOC), will notify employees of their assignment. Notifications may include reporting location and time, duration of assignment, DSW supervisor information, and any personal items or equipment that should be brought to the site.

Assignments will be based on operational need, and may fall outside an employee's regular job classification or department. Examples of DSW duties include, but are not limited to:

- Staffing shelters, local assistance centers, or family support centers.
- Providing clerical, registration, translation, and call center support.
- Supporting logistics, including supply distribution, traffic direction, or site setup.
- Assisting with food service, animal care, or basic facility maintenance.
- Performing specialized tasks where employees possess additional certifications or skills, such as commercial driving, CPR, or bilingual interpretation.

Assignments will only be made within the scope of training and ability. No employee will be directed to perform tasks for which they have not received instruction or for which they are unqualified.

CADRE DEVELOPMENT AND DEPLOYMENT

To strengthen the County's ability to rapidly mobilize Disaster Service Workers (DSWs) into roles that match their skills and qualifications, the County will establish and maintain Cadres of pre-designated staff. These **Cadres** are specialized response groups organized by function, allowing for targeted deployment when the Emergency Operations Plan (EOP) is activated. Human Resources, in coordination with the Office of Emergency Management (OEM) and County departments, will maintain rosters of Cadre members. Departments will identify staff with relevant skills, training, or certifications and ensure that information is kept current. Cadres will be activated and deployed through the Emergency Operations Center (EOC) according to operational needs.

The following Cadres will be established:

- **Bilingual Cadre**
Employees with verified bilingual or multilingual capabilities will be organized to provide interpretation, translation, and culturally appropriate communication. This cadre supports call centers, shelters, local assistance centers, and public outreach activities to ensure equitable access to services for limited-English-proficient populations.



- **Field Logistics Cadre**

Staff with experience in supply management, facility setup, equipment movement, or basic field operations will support staging areas, shelters, distribution sites, and operational field deployments. Responsibilities may include setting up and maintaining facilities, organizing supply chains, and providing general logistical support.

- **Functional Assessment Service Team (FAST) Cadre**

Employees trained in supporting individuals with access and functional needs will serve as part of a FAST Cadre. This cadre will be deployed to shelters, local assistance centers, and other community locations to assess needs and coordinate resources such as medical equipment, personal care assistance, mobility support, or communication aids.

- **Medical Cadre**

County staff with medical licenses, certifications, or relevant clinical experience will be organized to support emergency medical operations. Assignments may include staffing shelters, alternate care sites, public health response operations, or field medical support. This cadre will work under the direction of Public Health and Medical Health Branch leadership within the EOC.

- **Transportation Cadre**

Employees with commercial driver's licenses, county fleet training, or experience operating passenger vans, buses, or cargo vehicles will be designated for the Transportation Cadre. This cadre supports the movement of supplies, equipment, and individuals during emergencies, including potential support for evacuation or re-entry operations.

Each cadre will receive periodic orientation and training, including Just-in-Time training at the time of activation. Cadre rosters will be maintained by OEM and Human Resources, updated annually, and coordinated with OEM for integration into County emergency staffing plans. Deployment of Cadres will be prioritized based on incident needs and directed by the Emergency Operations Center.

TRAINING AND PREPAREDNESS

All County employees will be provided with introductory training on their role as Disaster Service Workers. Required training includes review of this section of the Emergency Operations Plan, a DSW orientation, and Federal Emergency Management Agency (FEMA) Independent Study courses IS-100 (Introduction to the Incident Command System) and IS-700 (Introduction to the National Incident Management System). Additional training may be required for employees assigned to the Emergency Operations Center or a Department Operations Center. Just-in-Time training will be provided at the point of assignment.

Employees are expected to maintain a level of personal preparedness to ensure they can serve effectively. This includes maintaining emergency contact information with Human Resources, ensuring family readiness and care planning, and preparing home, work, and vehicle emergency supply kits.



SAFETY AND SUPERVISION

Disaster Service Workers will operate within the National Incident Management System (NIMS) and Standardized Emergency Management System (SEMS) framework, under the Incident Command System (ICS). Each DSW will be assigned a supervisor and is expected to follow established chain of command, report safety concerns, and maintain communication with their assigned supervisor.

Personal protective equipment (PPE) will be provided as required by the assignment. Employees are responsible for reporting any injury, illness, or unsafe conditions immediately to their DSW supervisor and Human Resources. Stress management resources and the County's Employee Assistance Program are available to all DSWs during activation.

DOCUMENTATION AND RECORD KEEPING

DSWs are required to:

- Check in and out of their assignment location each shift.
- Complete an Activity Log (ICS Form 214 or digital activity log) documenting major tasks and incidents.
- Record their time spent on DSW assignments in accordance with guidance provided by Human Resources.

These records ensure accountability, cost recovery, and accurate reporting of emergency activities.

COMPENSATION AND PROTECTIONS

While serving as Disaster Service Workers, employees will continue to receive their regular pay and benefits. Overtime will be compensated in accordance with County policy and collective bargaining agreements. Employees injured or made ill in the course of their DSW duties are covered under workers' compensation. Liability protections apply to all employees acting in good faith under lawful direction as a Disaster Service Worker.

DEMOBILIZATION

Disaster Service Worker assignments may range from a single shift to multiple weeks. Once operational needs decline, DSWs will be released from assignment and directed to return to their home department. Demobilization will be coordinated by the Emergency Operations Center in coordination with Human Resources, ensuring a smooth transition back to normal operations while maintaining readiness for reactivation if necessary.



DSW RESPONSIBILITIES

Office of Emergency Management (OEM):

- Provides overall coordination of the Disaster Service Worker program during emergencies.
- Activates the Emergency Operations Center and ensures DSW assignments are aligned with operational priorities.
- Coordinates with Human Resources to identify staffing needs and track DSW deployment.

Human Resources (HR):

- Maintains employee records, including the Loyalty Oath and emergency contact information.
- Notifies employees of DSW activation and provides assignment details.
- Tracks employee work hours, overtime, and ensures proper payroll coding for cost recovery.
- Provides support for employee safety, wellness, and workers' compensation claims.

County Departments:

- Maintain essential services while supporting DSW deployment.
- Identify staff available for DSW reassignment in coordination with HR.
- Ensure supervisors release employees for reassignment when required.
- Communicate special skills or restrictions that may affect assignments.

All County Staff:

- Maintain readiness to serve as Disaster Service Workers upon activation of the Emergency Operations Plan.
- Keep emergency contact and family care arrangements up to date.
- Report promptly to assigned locations and follow instructions from DSW supervisors.
- Complete required documentation, including check-in/out forms and activity logs.
- Immediately report injuries, illnesses, or unsafe conditions encountered during assignments.



■ **Out-of-County / Non-County Personnel Request and Post-Incident Agreements and Documentation Requirements**

Mutual aid, vendor support, and recovery partnerships must follow **post-incident agreement protocols**:

- **Requests must be documented prior to the formation of an agreement.** This includes the initial mission tasking, verbal or written resource request, and justification for need.
- The Logistics Section will draft and track all agreements (including letters of intent, memoranda of understanding, or emergency contracts).
- The Finance/Administration Section will validate that documentation supports cost eligibility under FEMA PA and 2 C.F.R. Part 200 procurement standards.
- Agreements must identify:
 - The requesting agency and point of contact
 - The specific resource or service requested
 - Start and end dates of service
 - Rates or cost terms (if applicable)
 - Any conditions for reimbursement
- All agreements and supporting documentation will be archived by the Planning Section – Documentation Unit for after-action and reimbursement purposes.



■ **Chapter 19: Sustained EOC Operations**

Extended emergencies often require the Emergency Operations Center (EOC) to operate continuously for prolonged periods. To maintain effectiveness and reduce fatigue, the County will implement procedures that support sustained EOC operations. These procedures ensure that the EOC remains functional, decisions are well-informed, and staff are supported throughout the duration of the incident.

■ **Meeting Cadence and Operational Rhythm**

During extended activations, the EOC Director, Planning Section, and General Staff will review the frequency of meetings and briefings to balance the need for information sharing with the capacity of staff. Meeting cadences may be adjusted to avoid unnecessary duplication, allow time for operational work, and ensure that decision-makers remain updated on situational changes.

■ **Staff Rotation and Relief**

EOC Section Coordinators must ensure staffing plans incorporate shift rotations to maintain operational continuity and avoid burnout. Staff should be rotated on predictable schedules (e.g., 8- or 12-hour shifts) and relief personnel should be identified in advance. Where appropriate, staff may be supplemented by Disaster Service Workers (DSWs), pre-identified cadres, or mutual aid resources.

■ **Resource Request Monitoring**

Proactive monitoring of all resource requests is required to ensure timely follow-up, situational awareness, and accountability. The Logistics Section, in coordination with Finance/Administration, must track requests from submission through fulfillment or closure, and escalate unmet needs to Operational Area or State partners as necessary.

■ **Proclamations and Policy Updates**

The EOC must consistently review the status of emergency proclamations and policy-level decisions. The Planning Section will maintain a log of local emergency proclamations, renewal deadlines, and coordination requirements with State and Federal partners. The Policy Group, in consultation with the County Executive, will be updated regularly to ensure legal and fiscal protections remain in place throughout the emergency.



■ Documentation and Records Retention

All Sections are required to maintain accurate documentation, including photographs, maps, and task logs (ICS 214s or digital activity logs). The Planning – Documentation Unit will serve as the central repository to ensure that all records are captured and retained in accordance with county policies. This documentation supports decision-making, after-action reporting, and potential reimbursement.

■ Wellness and Staff Care

Supervisors should monitor staff for signs of fatigue, stress, or health concerns. Breaks, rest areas, and access to food and hydration must be prioritized to support the physical and mental well-being of EOC personnel.

■ Sustainment Strategy

The overall sustainment strategy for the EOC is to preserve operational capacity while minimizing disruption to County continuity of operations. By balancing staffing rotations, adjusting meeting rhythms, monitoring resource flows, and ensuring legal and policy alignment, the EOC will remain capable of supporting incident response until the transition to recovery is complete.



■ Chapter 20: Transition to Recovery

■ Transition to Recovery

All incidents, regardless of size or complexity, will ultimately transition from response into recovery. This transition must be deliberate, coordinated, and strategically managed to ensure the community, government services, and partner organizations can return to stable operations while addressing the long-term impacts of the disaster. Recovery is not a separate phase that begins only after response ends, it is an integrated process that must be considered from the earliest stages of incident management.

The County of Marin will implement a transition strategy that bridges response and recovery by establishing early recovery priorities in parallel with response objectives, ensuring a clear transfer of responsibilities from the Emergency Operations Center (EOC) to recovery leadership, maintaining continuity of governance, coordinating with State and Federal partners, and engaging the community in a people-centered and equitable approach.

To guide this process, the following framework provides the steps for transitioning from incident response to recovery operations:

1. Identify Transition Triggers

- Diminishing life safety threats and stabilization of the incident.
- Completion or scaling down of immediate response objectives.
- Determination by the EOC Director, in coordination with the Policy Group, that recovery planning must begin.
- Direction from the County Executive, State, or Federal government that recovery actions are required.

2. Establish Recovery Leadership

- Designate a **Recovery Manager** to serve as the primary lead for coordination of recovery operations.
- Form a **Recovery Task Force** to oversee planning, resource alignment, and community engagement.
- Confirm continuity of governance through the County Executive and Policy Group.

3. Develop Initial Recovery Priorities

- Assess impacts to people, housing, infrastructure, environment, and economy.
- Establish **short-term recovery objectives** (e.g., debris clearance, restoration of essential services, assistance centers).
- Begin planning for **long-term recovery objectives** (e.g., rebuilding, hazard mitigation, community resilience).



4. Transition Operational Responsibility

- The EOC will document and hand off response objectives, resource tracking, and outstanding requests to the Recovery Manager.
- Departments and agencies will align their recovery assignments with countywide objectives.
- Recovery operations may operate from the EOC, a Recovery Coordination Center, or departmental facilities depending on scale.

5. Coordinate Resources and Assistance

- Initiate coordination with Cal OES and FEMA for disaster declarations, Individual Assistance, and Public Assistance programs.
- Align Disaster Service Worker cadres, mutual aid resources, and volunteer organizations to support recovery operations.
- Establish Local Assistance Centers and/or Disaster Recovery Centers as needed.

6. Engage the Community

- Provide consistent, transparent public information about recovery resources, timelines, and expectations.
- Engage residents, community-based organizations, and local businesses in recovery planning.
- Ensure equity by prioritizing access and functional needs populations in recovery services.

7. Implement Recovery Action Plan

- Develop and publish a **Recovery Action Plan (RAP)**, modeled after the EOC Action Plan, to outline recovery priorities, objectives, strategies, and tasks.
- Update the RAP regularly to reflect changing conditions, resource availability, and community needs.

8. Evaluate and Adapt

- Track progress through situation reports and recovery metrics.
- Adjust strategies based on unmet needs, new funding opportunities, and stakeholder feedback.
- Incorporate lessons learned into hazard mitigation plans, Continuity of Operations Plans, and future revisions of the EOP.

By following this structured approach, Marin County will ensure that recovery efforts are timely, well-coordinated, and aligned with long-term resilience goals.



■ **Integration of the Planning Division for Codes and Emergency Ordinances**

The County's **Planning Division** will be formally integrated into the EOC Planning Section during activations to:

- Review **building codes, zoning requirements, and land-use regulations** that may affect recovery operations.
- Provide **rapid analysis of emergency ordinance changes**, such as temporary waivers, emergency housing provisions, or land-use adjustments to support debris staging, sheltering, or rebuilding.
- Serve as the primary liaison to state and federal agencies for issues related to **consensus-based codes and standards** (per Section 406 of the Stafford Act).
- Ensure that all EOC Action Plans incorporate legally sound and code-compliant objectives that withstand post-incident audits and appeals.

■ **Vital Records Retention**

The preservation of vital records is essential to maintaining continuity of government, ensuring legal and financial accountability, and supporting recovery efforts following an incident. Vital records include, but are not limited to, contracts, financial documentation, personnel records, incident logs, proclamations, situation reports, photographs, and electronic data that document the County's response and recovery activities.

All County departments and Operational Area partners are responsible for safeguarding records generated during an incident and for transmitting these records promptly to the Emergency Operations Center (EOC) Planning Section – Documentation Unit. The Documentation Unit serves as the central repository for incident records, ensuring materials are properly cataloged, retained, and available for operational use, after-action review, and potential reimbursement claims.

Staff must understand that every action, decision, and deployment should be documented. This includes taking photographs of damage, field conditions, deployed resources, and completed tasks, as well as recording written notes that capture decisions, instructions, and observations. Photos and notes must be transmitted to the EOC through supervisors, Department Operations Centers (DOCs), or directly to the Documentation Unit. This practice ensures that the County maintains a verified record of activities, supports reimbursement claims, and strengthens transparency and accountability.

Failure to document response actions may compromise situational awareness, weaken after-action reporting, and limit eligibility for state and federal cost recovery.





RESPONSIBILITIES

- **All County Departments and DOCs** will identify and safeguard vital records during response and recovery operations.
- **All Staff, Field Personnel, and Disaster Service Workers (DSWs)** will document activities using photos and written notes. Staff must treat documentation as part of their emergency assignment, not as an optional activity.
- **Supervisors and DOCs** will collect and forward documentation to the EOC Planning Section in a timely manner.
- **EOC Planning Section – Documentation Unit** will receive, organize, and retain all records, ensuring compliance with County records retention policies and federal/state requirements for cost recovery.
- **County Executive and Director of Emergency Management** will ensure that documentation and records retention policies are enforced during incidents and incorporated into training and exercises.

■ Recovery

Recovery efforts focus on restoring government services, rebuilding community infrastructure, supporting impacted individuals and businesses, and fostering long-term resilience.

Marin County is committed to a recovery process that is inclusive, equitable, and community-driven, with particular attention to individuals with access and functional needs (AFN) and populations historically underserved in disaster recovery.

Recovery begins during the response phase and continues well beyond the immediate impacts of an incident. It includes restoring essential services, addressing unmet needs, coordinating financial and housing assistance, and implementing mitigation measures to reduce future risk.



Recovery is organized into two broad phases:

- Short-Term Recovery (days to weeks):
 - Restoring vital services (e.g., power, water, transportation)
 - Debris removal and emergency repairs
 - Re-entry and repopulation planning
 - Damage assessments and documentation
 - Opening Local Assistance Centers (LACs) or Disaster Recovery Centers (DRCs)
 - Addressing urgent housing, health, and human service needs
- Long-Term Recovery (months to years):
 - Rebuilding infrastructure and housing
 - Restoring economic activity
 - Supporting behavioral health and community wellness
 - Implementing mitigation and resilience strategies
 - Managing funding programs (e.g., FEMA Public Assistance, HUD CDBG-DR)

COORDINATION

Marin County will coordinate recovery operations through the Operational Area Emergency Operations Center (EOC) and transition into a designated Recovery Coordination structure when appropriate.

Key recovery coordination mechanisms include:

- Recovery Section or Task Force within the EOC during response-to-recovery transition
- Recovery Coordinator or Recovery Director, appointed by the County Executive / Director of Emergency Services
- Recovery Support Functions (RSFs) or working groups, aligned with FEMA/Cal OES models, such as:
 - Infrastructure
 - Health and Social Services
 - Housing
 - Economic Recovery
 - Community Planning and Capacity Building
 - Natural and Cultural Resources

Local jurisdictions, special districts, nonprofits, and community-based organizations are involved in recovery planning and implementation through inclusive and collaborative processes.



State Agencies

State Agency	Description of Service
Governor's Office of Emergency Services (Cal OES)	Coordinates the participation of state and federal agency representatives providing assistance to survivors. Acts as a liaison to local government in coordinating the operations and logistics for the LAC.
Cal OES State Debris Task Force	The State Debris Task Force can discuss the State Consolidated Debris Removal Program, provide information handouts, and answer questions about the Program's scope and operations. Task Force personnel can also assist local government in collecting contact information for survivors who may be interested in enrolling in the Program. The State Consolidated Debris Removal Program is a comprehensive project jointly managed by Cal OES and CalRecycle that removes structural debris and hazard trees from private properties. The Program is only available to survivors when specifically requested by local government and approved by Cal OES.
Department of Insurance (CDI)	Provides assistance in insurance-related recovery efforts by answering general and/or specific insurance questions, explaining claims process, and facilitating the submission of complaints as needed due to claim delays/denials, payment of additional living expenses, etc. Additional Request (if available): Agency will need to be dedicated their own individual table to protect consumer confidentiality.
Department of Motor Vehicles (DMV)	Can respond to questions and provide the forms needed to assist individuals in replacing DMV documents, such as drivers' licenses, identification cards, vehicle registration certificates and certificates of title.
California Department of Tax and Fee Administration (CDTFA) Formerly Board of Equalization (BOE)	Provides disaster relief to taxpayers, fee payers, and business owners who live in or own businesses in counties where a state of emergency exists. Survivors may be eligible to receive free replacement copies of tax records and may be eligible to receive a one-month extension on filing their tax returns.



State Agency	Description of Service
Employment Development Department (EDD)	EDD can assist qualified disaster survivors in applying for Unemployment Insurance benefits, Disability Insurance benefits, or Disaster Unemployment Assistance (made available only after a corresponding FEMA Individual Assistance declaration). The EDD can also direct impacted job seekers to their local America's Job Center of California (AJCC) and business owners to their local Tax Office for additional assistance. The EDD cannot issue payment directly to disaster survivors on-site. All EDD services, including those listed above, can also be found Online at EDD.ca.gov.
Franchise Tax Board (FTB)	Respond to questions and provide guidance to individuals and businesses in obtaining tax information relating to disaster relief. This includes filing for disaster casualty losses and determining federal disaster conformity, when applicable. Survivors can also obtain tax forms, receive copies of tax returns, obtain assistance with account related questions, and update address information. Additional Request (if available): Agency will need to be placed indoors to maintain privacy of confidential taxpayer information.
Department of Public Health (CDPH)	Can assist individuals who have lost vital records (birth, death, and marriage certificates) if the County is not able to fulfill the need.
Department of Social Services (CDSS)	Administers the State Supplemental Grant Program (SSGP), only available in a Federal Emergency Management Agency (FEMA) IA Declaration, which provides funds to individuals/ households for necessary eligible expenses and serious needs. To be eligible, applicants must have received the maximum grant from the FEMA Individuals and Households Program (IHP). Information on households that have reached the maximum IHP grant will be automatically transmitted from FEMA to CDSS for processing. There is no separate application process for SSGP.
Contractors State License Board (CSLB)	Provides helpful information about hiring a contractor for repairing or rebuilding, including how to verify a contractor's license and tips to avoid being scammed.



State Agency	Description of Service
California Veterans Affairs (CalVet)	Provides guidance and information to those that have a CALVET loan and have suffered losses.
Department of Housing and Community Development (HCD)	Can respond to questions and provide the forms needed to assist individuals in replacing documents related to manufactured housing, mobile homes, commercial modular units, and floating homes, such as replacement registration and titling documents or salvage certificates.

Voluntary Organizations Active in Disasters (VOAD)

Volunteer organizations and local Community Based Organizations (CBOs) are critical partners in the recovery organization. Organizations may provide monetary or in-kind assistance to help address community needs.

The Marin OA EOC organizational structure includes a position for the Marin Voluntary Organizations Active in Disasters (VOAD) to coordinate the efforts of non-profits and CBOs. Marin VOAD is an umbrella organization that consists of over 70 members across Marin County in non-profit entities, faith-based groups, disaster services organizations, county and local government agencies, community and Neighborhood Response Group leaders, and disaster councils.

Private Sector

Businesses support the rebuilding of local economies by reopening operations, employing community members, and providing critical goods and services. Utilities, transportation providers, and other infrastructure partners are essential to restoring lifelines that enable community function. Private sector engagement in the recovery process informs decision-making and supports community resilience.



Regional Recovery Task Force

Following some major disasters or incidents, the Governor may convene a Regional Recovery Task Force (RRTF). The RRTF is designed to provide a forum for members to coordinate on recovery issues that are regional in scope and represents the region's interests in discussions with the state and federal government. RRTF member representatives may include:

- California Governor's Office of Emergency Services (Cal OES)
- Federal Emergency Management Agency (FEMA)
- Operational Area and County governments
- Major city governments
- Association of Bay Area Governments
- Whole Community representation, including AFN populations and culturally diverse communities
- Private sector representatives, as appointed by the governor or designee

If requested, a Marin OA recovery organization representative may serve as a liaison to the RRTF on behalf of the Marin OA.

DAMAGE ASSESSMENT AND COST RECOVERY

Marin County will conduct coordinated damage assessments in partnership with local jurisdictions and Cal OES to determine eligibility for state and federal assistance.

Key components:

- Initial Damage Estimates (IDEs) submitted to Cal OES
- Cal OES/FEMA Joint Preliminary Damage Assessments (PDAs)
- Documentation for Public Assistance (PA) and California Disaster Assistance Act (CDAA)
- Tracking of time, equipment, and expenses through the Finance Section

PUBLIC INFORMATION AND COMMUNITY ENGAGEMENT

Recovery operations will include transparent, ongoing public communication through the Joint Information System (JIS) and accessible outreach strategies. This includes:

- Regular updates on recovery progress, assistance programs, and available services
- Engagement with community leaders, organizations, and AFN representatives
- Outreach in multiple languages and accessible formats



EQUITY AND INCLUSION IN RECOVERY

Marin County is committed to equitable recovery practices. This includes:

- Prioritizing assistance to disproportionately impacted populations.
- Ensuring access to information, services, and funding for individuals with disabilities, limited English proficiency, and other AFN communities.
- Incorporating social vulnerability data into recovery decision-making.
- Partnering with trusted community-based organizations to guide equitable outcomes.

DISASTER ASSISTANCE PROGRAMS

Disaster-related expenditures may be reimbursed under several state and federal programs. Reimbursements may be authorized for approved costs for work performed in the protection or restoration of public facilities or functions. Funding may be also available for individuals or businesses to assist with the recovery process.

The Marin OA will seek cost recovery for disaster-related expenses whenever possible. To facilitate this effort, the County of Marin, and cities or towns in the Marin OA, will follow County of Marin and jurisdictional practices to track time, expenses, and information for applicable personnel, materials and supplies, and equipment usage. The Finance Section of the Marin OA EOC and the Marin OA recovery organization maintain cost documentation for accurate accounting to facilitate successful local reimbursement during the cost-recovery process.

Assistance for Governments

Federal Public Assistance Program

FEMA's Public Assistance (PA) grant program provides federal assistance to government organizations and certain private, nonprofit organizations following a presidential disaster declaration. Eligible projects include debris removal, life-saving emergency protective measures, and the repair, replacement, or restoration of disaster-damaged publicly owned facilities, as well as the facilities of certain private, nonprofit organizations. The PA program also encourages the protection of these damaged facilities from future events by providing financial assistance for hazard mitigation measures during the recovery process. The federal share of assistance is up to 75% of the eligible cost. In some cases, such as during the COVID-19 recovery process, the federal share may reimburse up to 100% of eligible costs.



California Disaster Assistance Act

The California Disaster Assistance Act (CDAA) authorizes Cal OES to administer a disaster assistance program that provides state funding for costs incurred by local governments due to a disaster event. Funding for the repair, restoration, or replacement of public real property damaged or destroyed by a disaster is made available when the director concurs with a local emergency proclamation requesting state disaster assistance. The program also provides for the reimbursement of local government costs associated with certain emergency activities undertaken in response to a state of emergency proclaimed by the governor. In addition, the program may provide matching fund assistance for cost sharing required under federal public assistance programs in response to a Presidential Major Disaster or Emergency Declaration. Generally, the State share reimbursed to an applicant agency is no more than 75% of the eligible project costs.

The CDAA also allows certain eligible private, nonprofit organizations to receive State assistance for extraordinary costs incurred while providing assistance at the request of local government agencies during a disaster that falls under a governor's emergency proclamation.

Fire Management Assistance Grant

The Fire Management Assistance Grant (FMAG) program provides supplemental federal assistance to states and affected local governments for the mitigation, management, and control of fires burning on publicly or privately owned forests or grassland. A local fire agency must request an FMAG through the Marin OA EOC to the Cal OES Fire and Rescue Branch or the California State Warning Center (CSWC), while the fire is burning uncontrolled. Cal OES coordinates with FEMA on an expedited basis and a funding decision is rendered in a matter of hours.

Community Disaster Loans

FEMA's Community Disaster Loan Program provides forgivable loans capped at \$5 million to units of local government based on real revenue shortfalls due to a presidentially declared disaster. Typically, the loan may not exceed 25% of the local government's annual operating budget for the fiscal year of the disaster.

Hazard Mitigation Grant Program

FEMA's Hazard Mitigation Grant Program (HMGP) provides funding to eligible units of local government to support their efforts to rebuild following a disaster in a way that reduces future losses to their communities. Hazard mitigation includes long-term efforts to reduce risk and the potential impact of future disasters.

Other Direct Federal Assistance

At the request of Cal OES, FEMA coordinates direct federal assistance to state and local governments through designated federal Emergency Support Functions (ESFs). FEMA coordinates recovery activities with Cal OES to help affected communities identify recovery needs and potential sources of recovery funding and provide technical assistance in the form of recovery planning support, as appropriate.





Assistance for Individuals and Businesses

Individual Assistance Program

FEMA provides assistance to individuals and households through the Individual Assistance (IA) Program, which includes the following programs:

- Mass Care and Emergency Assistance
- Individuals and Households Program
- Housing Assistance
- Other Needs Assistance
- Disaster Case Management
- Crisis Counseling Assistance and Training Program
- Disaster Legal Services
- Disaster Unemployment Assistance
- Voluntary Agency Coordination.

Small Business Administration Disaster Loans

The Small Business Administration (SBA) provides low- or no-interest disaster loans to help businesses and homeowners recover from declared disasters. The SBA declaration process has a lower threshold than FEMA and will only assist those who do not meet FEMA requirements.





■ After-Action Reporting and Improvement Planning

PURPOSE

Following any emergency activation, training, or exercise, it is essential to evaluate performance, capture lessons learned, and identify opportunities for improvement. After-Action Reports (AARs) provide a structured review of activities undertaken, highlight strengths, and recommend corrective actions to strengthen the County's preparedness, response, recovery, and mitigation capabilities.

TRIGGERS FOR DEVELOPMENT OF AN AFTER-ACTION REPORT

An AAR shall be developed under the following circumstances:

- **EOC Activation:** Any activation of the County Emergency Operations Center (EOC) at Level 2 (Partial Activation) or higher.
- **Significant Incidents:** Any incident that results in a proclaimed local emergency, major resource shortfalls, or extraordinary interagency coordination.
- **Exercises:** All full-scale and functional exercises conducted under the Homeland Security Exercise and Evaluation Program (HSEEP).
- **Policy Direction:** When directed by the County Executive, Director of Emergency Management, or Board of Supervisors.
- **Post-Event Evaluation Needs:** When a situation reveals potential gaps, emerging threats, or significant community impacts that warrant documentation and improvement planning.



PROCESS

The After-Action Report process is designed to be systematic, collaborative, and transparent. It ensures that lessons learned are captured from all participating agencies and community partners, and that improvement actions are clearly documented, assigned, and implemented. The process promotes accountability by requiring structured information gathering, thoughtful analysis, and follow-up to ensure corrective actions are tracked to completion.

1. **Initiation:** The Director of Emergency Management initiates the AAR process upon the conclusion of the triggering event.
2. **Information Collection:** The Planning Section, with support from all activated EOC sections, departments, and partner agencies, compiles documentation including situation reports, ICS forms, resource requests, and policy decisions.
3. **Stakeholder Input:** Structured feedback is gathered through hotwashes, surveys, and interviews with responders, partner agencies, elected officials, and community stakeholders.
4. **Drafting the Report:** OEM staff prepare the AAR, summarizing the event, analyzing response and coordination efforts, and identifying strengths and areas for improvement.
5. **Improvement Plan:** Each AAR includes a corrective action and improvement plan that assigns responsibilities, timelines, and measurable outcomes.
6. **Review and Approval:** The draft report is reviewed by the EOC Management Section, County Executive, and partner agencies prior to finalization.

INTEGRATION WITH PLAN MAINTENANCE

The improvement actions identified in the AAR are incorporated into County emergency management programs, training, exercises, and subsequent revisions of this Emergency Operations Plan. This ensures that lessons learned are institutionalized, enhancing resilience and operational readiness.

AAR OUTCOME

The After-Action Reporting process reinforces accountability, promotes transparency, and ensures that Marin County continually advances its emergency management practices. By capturing lessons learned and integrating them into future planning, the County strengthens its ability to safeguard lives, property, the environment, and community well-being during future emergencies.



■ Long-Term Recovery Group (LTRG)

TRANSITION FROM SHORT-TERM TO LONG-TERM RECOVERY

Disaster recovery occurs in phases, beginning with immediate life safety, sheltering, and stabilization operations, and gradually transitioning to longer-term activities that restore the community's social, economic, and environmental health. Once the Emergency Operations Center (EOC) has reduced operations and urgent needs have been addressed, the County will initiate the process of establishing a Long-Term Recovery Group (LTRG).

The LTRG provides a formal mechanism to coordinate resources, expertise, and planning for recovery that extends well beyond the initial response period. While the EOC is structured to support short-term needs through coordination of response and immediate recovery tasks, the LTRG focuses on rebuilding, restoring, and re-envisioning the community for long-term resilience.

ESTABLISHMENT OF THE LONG-TERM RECOVERY GROUP

The LTRG will be convened by the County Executive, in coordination with the Director of Emergency Management, once the County determines that long-term recovery issues, such as housing, business continuity, infrastructure rebuilding, environmental restoration, and social services, exceed the scope of the EOC's mission.

- **Leadership:** The County may designate the Office of Emergency Management (OEM) or another lead department to serve as the coordinating body. A Recovery Coordinator may be appointed to oversee the LTRG.
- **Membership:** The LTRG will include representatives from County departments, cities and towns, special districts, community-based organizations, VOAD partners, the private sector, and state and federal partners as appropriate.
- **Functions:** The group will assess ongoing and emerging needs, prioritize recovery projects, coordinate financial and technical assistance, and engage community stakeholders in decision-making.

TRANSITION PROCESS

1. **EOC Drawdown:** As incident response and short-term recovery stabilize, the EOC will scale back operations. Key information, situation reports, and resource requests will be transferred to the LTRG.
2. **Handoff:** The Planning Section of the EOC will ensure that all documentation, unmet needs lists, and after-action information are handed to the LTRG.
3. **Continuity:** Select staff from the EOC may transition into the LTRG to ensure continuity of knowledge, particularly in finance, housing, public health, and community services.



ONGOING COORDINATION

The LTRG is responsible for the sustained coordination of long-term recovery activities. This includes:

- **Survivor Support:** Coordinating housing solutions, case management, health and wellness programs, and long-term social service delivery.
- **Business and Economic Recovery:** Supporting small business restoration, workforce development, and economic vitality programs.
- **Infrastructure Restoration:** Coordinating with public works, utilities, and state/federal partners on rebuilding critical systems.
- **Community Engagement:** Partnering with VOADs, nonprofits, and community leaders to ensure equitable recovery across all populations, with particular focus on vulnerable and historically underserved groups.
- **Financial Coordination:** Tracking disaster assistance programs, grants, insurance, and philanthropic resources to maximize recovery funding.
- **Resilience Building:** Integrating mitigation strategies to reduce future disaster risks, consistent with the County's Hazard Mitigation Plan.

DURATION AND INTEGRATION

The LTRG will remain active as long as necessary to guide recovery. While the group may meet more frequently in the months following a disaster, its work often continues for years. The LTRG's efforts will ultimately inform policy changes, planning updates, and mitigation projects that strengthen community resilience.



Closing

The Marin County Emergency Operations Plan (EOP) represents a comprehensive and forward-looking framework designed to guide the County, its cities and towns, special districts, and community partners in preparing for, responding to, and recovering from emergencies and disasters. This plan has been intentionally developed to be innovative, people-centered, and adaptable, recognizing that resilience requires both proven systems and the flexibility to meet new and emerging challenges.

The EOP is not a static document. It is a living plan, designed to evolve alongside the County's hazards, demographics, technology, and partnerships. It integrates lessons learned from recent disasters, aligns with state and federal standards, and reflects Marin County's commitment to equity, accessibility, and whole community engagement. As a framework, the plan emphasizes holistic preparedness, robust response coordination, and sustained recovery, ensuring that emergency management is not just about managing incidents, but about supporting people, systems, and services throughout the entire disaster cycle.

The strength of this plan lies in its interconnectedness: between County departments, cities and towns, volunteer and nonprofit organizations, businesses, and regional partners across the Bay Area. By embedding strategies for prevention, mitigation, response, and recovery, the EOP ensures that Marin County is equipped with the policies, systems, and tools needed to navigate both today's hazards and tomorrow's uncertainties.

The development and implementation of this plan would not be possible without the continued leadership and support of the Marin County Board of Supervisors, the County Executive, and Department Heads across the organization. Their commitment to investing in preparedness, supporting the Office of Emergency Management, and championing resilience across the County ensures that this plan is not only a guide for action, but a statement of shared values and collective responsibility.

Together, with our community and partners, Marin County affirms its readiness to respond with strength, recover with compassion, and adapt with innovation.



