




TOWN OF FAIRFAX

STAFF REPORT

November 4, 2015

TO: Mayor and Town Council

FROM: Garrett Toy, Town Manager 

SUBJECT: Acceptance of updated Emergency Operation Plan (EOP)

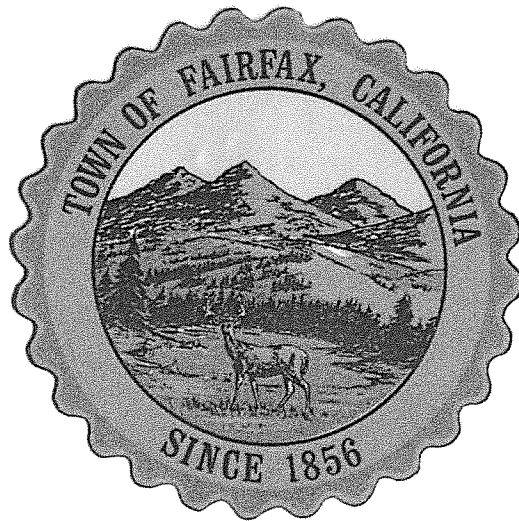
RECOMMENDATION
Accept updated EOP

DISCUSSION

The Town Council adopted a major revision to the Town's Emergency Operation Plan in 2006. The EOP identifies the Town's emergency planning, organization, and response policies and procedures. Per Town policy, the EOP is administratively reviewed and updated every four years. Since May of this year, the Disaster Council has been meeting to discuss, among other things, the update to the EOP. The Disaster Council meetings are attended by Mayor Coler (chair) and Vice Mayor Goddard, and representatives from Town staff, Ross Valley Fire Department, Ross Valley School District, Red Cross, County Library, Chamber of Commerce, and Citizen Emergency Response Team (CERT). While an update to the EOP does not require Council approval, the Mayor, with concurrence from the Disaster Council, suggested it would be appropriate to share the updated plan with the Council and community.

FISCAL IMPACT
Not applicable

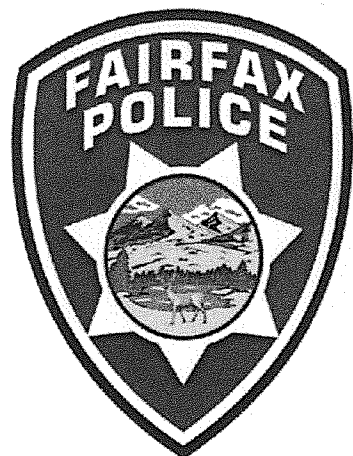
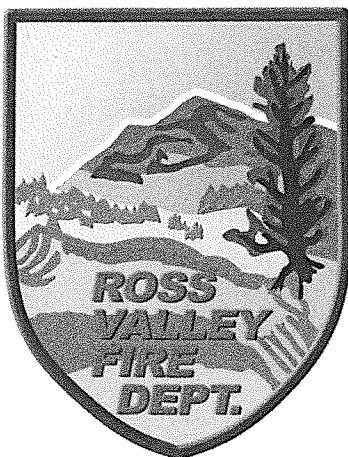
ATTACHMENT
EOP



Fairfax

Emergency Operations Plan

November 2015



Town of Fairfax

Emergency Operations Plan

November 2015

Letter from the Mayor

Foreword

Assumptions

Authorities

Plan Management

Plan Concurrence

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Part II Initial Response Operations

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Part IV EOC Positions Checklists

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Appendix A Authorities and Forms

Appendix B Hazard Mitigation Plan

Appendix C Police Evacuation Protocol

Plan format and technical assistance provided by the Marin County Sheriff's Office of Emergency Services through a Memorandum of Understanding with Fairfax.



TOWN OF FAIRFAX

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EMERGENCY OPERATIONS PLAN

Date: November 5, 2015

To: Officials, Employees, and Citizens of the Town of Fairfax

The preservation of life, property, and the environment is an inherent responsibility of local, state, and federal government. The Town of Fairfax has updated this emergency operations plan (EOP) to ensure the most effective and economical allocation of resources for the maximum benefit and protection of the community in time of emergency.

While no plan can completely prevent death and destruction, good plans carried out by knowledgeable and well-trained personnel can and will minimize losses. It would be a disaster if we were not prepared. This plan establishes the emergency organization, assigns tasks, specifies policies and general procedures, and provides for coordination of planning efforts of the various emergency staff and service elements utilizing the Standardized Emergency Management System (SEMS) and National Incident Management System (NIMS).

The objective of this plan is to incorporate and coordinate all the facilities and personnel of the Town into an efficient organization capable of responding to any emergency.

The emergency operations plan is an extension of the *Marin Operational Area Emergency Operations Plan*. This format will allow Fairfax to operate and communicate more effectively in multi-jurisdictional responses. It will be reviewed, exercised periodically, and revised as necessary to meet changing conditions.

The Town Council gives its full support to this plan and urges all officials, employees, and citizens, individually and collectively, to do their share in the total emergency effort of the Town of Fairfax.

This letter confirms the EOP has been updated in compliance with Town code.

Barbara Coler
Mayor, Town of Fairfax

Foreword It was in 2006 that the first major revision was made to the 1999 Fairfax Emergency Operations Plan (EOP.) Since that time, the plan has been reviewed every four years with some minor changes being made. This update was developed in 2015 working with the Fairfax Citizen's Disaster Council. The EOP identifies the Town's emergency planning, organization, and response policies and procedures. The plan also addresses the integration and coordination with other governmental levels when required.

This plan is based on the functions and principles of the Standardized Emergency Management System (SEMS), which is based on the FIREScope Incident Command System (ICS), and identifies how the Town fits in the overall SEMS structure. Some modifications and additions have been made to make the plan compliant with the National Incident Management System (NIMS)

NIMS was developed so responders from different jurisdictions and disciplines can work together better to respond to natural disasters and emergencies, including acts of terrorism. NIMS benefits include a unified approach to incident management: standard command and management structures; and emphasis on preparedness, mutual aid and resource management.

The plan addresses how the Town will respond to extraordinary events or disasters, from preparation through recovery. A hazard analysis and a probability matrix are also included in the plan. The responsibilities of each department are identified in matrices, which are based on each identified hazard or threat. The development of departmental Standard Operating Procedures (SOPs) is discussed, including what each department will include in their own SOPs.

The Fairfax Emergency Operations Plan will be approved by the Town Council and signed by the Mayor. The Emergency Operations Manager is responsible for reviewing the entire plan every four years or sooner, and coordinating with the Disaster Council on the revision of the plan as required.

Each department manager is responsible for reviewing its own SOP on an annual basis and coordinating the revision of the procedures with the Emergency Operations Manager.

Special districts serving the Town of Fairfax are responsible for following this plan and developing procedures to fulfill their stated responsibilities.

The Emergency Operations Manager will be responsible for maintaining records of all revisions.

This plan is designed to guide the reader or user through each phase of an emergency: preparedness, response, recovery, and mitigation. It is divided into the following parts:

Part I

General Information This part focuses on the preparedness phase, and is the “basic plan” which describes the structure of the Town of Fairfax emergency management organization; its responsibilities and operational concepts for multi-hazard emergency preparedness, response, recovery, and mitigation.

Part II

Initial (Field) Response This part focuses on initial emergency response. It is the initial operations guide. It is a series of Standard Operating Procedures (SOP) for city departments designed to provide field-level responders with the basic considerations and actions necessary for effective emergency response.

Part III

Extended (EOC) Response This part addresses extended emergency operations (response), outlining the operational procedures for Town emergency management staff to conduct extended emergency response operations, usually coordinated by the Marin County EOC. It also addresses the transition to the recovery phase.

Part IV

EOC Checklists This part addresses duties and responsibilities in the EOC for each of the five SEMS functions: Management, Operations, Planning/Intelligence, Logistics, and Finance/Administration. These functions are the basis for structuring the EOC Organization.

Part V

Recovery Operations This part addresses recovery and mitigation activities. It describes the procedures to coordinate recovery operations within Fairfax, procedures to mitigate future events and procedures for obtaining state and federal disaster assistance funds for damage restoration and mitigation projects.

Appendix A

This appendix contains the resolutions and ordinances giving authorities to implement the plan and declare a state of emergency, along with a variety of reports and forms for documenting various actions and responses during a disaster.

Appendix B

The Local Hazard Mitigation Plan Annex is a part of the larger Bay Area Hazard Mitigation Plan created by the Association of Bay Area Governments. The original Annex and Mitigation Strategies was adopted for inclusion with the Safety Element of the Fairfax Town General Plan in 2005. An updated version was adopted in 2012 for the 2010 – 2030 General Plan.

The Fairfax Police Department Evacuation Protocol is a response plan for evacuating residents based on Mutual Threat Zones.

ASSUMPTIONS The following assumptions apply to this plan.

- Emergency management activities are accomplished using SEMS;
- Emergency response is best coordinated at the lowest level of government involved in the emergency;
- Local authorities maintain operational control and responsibility for emergency management activities within their jurisdictions, unless otherwise superseded by statute or agreement;
- Mutual Aid is requested when needed and provided when available;
- Mitigation activities conducted prior to the occurrence of a disaster result in a potential reduction in loss of life, injuries and damage; and
- Supporting plans and procedures are updated and maintained by responsible parties.

AUTHORITIES AND REFERENCES

The authority for the Fairfax Emergency Operations Plan (EOP) is provided in the California Emergency Services Act (Chapter 7 of Division 1 of Title 2 of the Government Code).

Fairfax Ordinance No. 379 provides for the authority to implement the Fairfax EOP. (Town Code Section § 2.52)

In development of this EOP, references were used from many sources such as, Marin County EOP, the Standardized Emergency Management System (SEMS) Regulations (California Government Code 8607 et seq) and Guidelines, the California State Emergency Plan, and the FEMA/NIMS website.

EMERGENCY OPERATIONS PLAN MANAGEMENT

Plan Modifications The Fairfax Emergency Operations Plan will be reviewed and revised by the Town Emergency Operations Manager in coordination with the Disaster Council as required. The plan may be modified as a result of post-incident analyses and/or post-exercise critiques. It may be modified if responsibilities, procedures, laws, rules, or regulations pertaining to emergency management and operations change.

Those agencies having assigned responsibilities under this plan are obligated to inform the Emergency Operations Manager when changes occur or are imminent. Proposed changes will be submitted in writing. Changes will be published and distributed to the Town Manager, town departments, other effected jurisdictions and the Marin County Office of Emergency Services.

Every four years, the entire emergency operations plan will be reviewed, updated, republished, and redistributed. The Emergency Operations Manager or assistant will maintain records of revision to this plan on the register below.

Modification Register:

Change Date	Modification	By
3/1/99	Part V Recovery Section added	C. Powell
6/10/05	Local Hazard Mitigation Plan added	C. Powell
8/16/05	Neighborhood Evacuation Plan added	C. Powell
9/6/06	Major revision and inclusion of NIMS	C. Powell
8/11/2010	Format changes submitted to Disaster Council. Revisions not adopted.	C. Powell
12/23/14	Plan review. Compliant, no changes.	C. Powell
10/6/15	Minor revisions submitted to Disaster Council	C. Powell


Plan Distribution: The following departments or agencies have a complete copy(ies) of the Town of Fairfax EOP.


Department/Agency	Number of Copies
Town Council	5 – 1 each
Town Manager	1
Chief of Police, Fire Chief	2 – 1 each
Public Works Director	1
Finance Director	1
Planning Director	1
Town Clerk	1
Fairfax Public Library	1 redacted copy
Emergency Operation Center/EOC Coordinator	2 – 1 each
Fairfax Police Dispatch/Marin County OES	2 – 1 each

PLAN CONCURRENCE

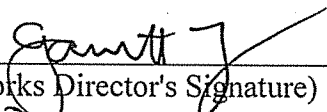
The following list of signatures documents each department's concurrence with this emergency operations plan.

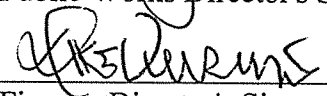
The Town Manager concurs with the Town of Fairfax Emergency Operations Plan.

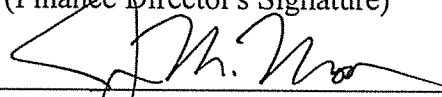
Signed 
(Town Manager's Signature)

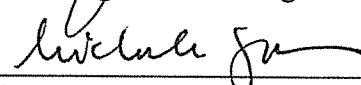
Signed 
(Police Chief's Signature)

Signed _____
(Fire Chief's Signature)

Signed 
(Public Works Director's Signature)

Signed 
(Finance Director's Signature)

Signed 
(Planning Director's Signature)

Signed 
(Town Clerk's Signature)

Fairfax Emergency Operations Plan

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Concept of Operations

Emergency Phases

Emergency Management activities during emergencies are often associated with the four federal defined phrases:

- Preparedness - Activities undertaken in advance of an emergency or disaster to develop operational capability or effective response to a disaster. These activities fall into two basic categories: readiness (i.e. hazard analysis, exercises) and capability.
- Response (see below);
- Recovery (see Part IV of this plan);
- Mitigation - Activities taken to reduce or eliminate the impact of hazards (i.e. amending local ordinances, retrofitting).

Response Phases

The Town's response to disasters is based on four phases:

- increased readiness;
- initial response operations;
- extended response operations; and
- recovery operations.

During each phase, specific actions are taken to reduce and/or eliminate the threat of specific disaster situations. In coordination with the Town Manager, Incident Commanders and the Town Emergency Services Manager will determine the phase and initiate the appropriate level of alert for response agencies, including the activation of the Emergency Operations Center as required.

Increased Readiness

Triggers for readiness activities

Upon receipt of a warning or the observation that an emergency situation is imminent or likely to occur soon, the Town will initiate actions to increase its readiness. Events that may trigger increased readiness activities include:

- issuance of a credible long-term earthquake prediction;
- receipt of a flood advisory or other special weather statement;
- receipt of a potential dam failure advisory;
- receipt of a tsunami watch/warning;
- conditions conducive to wildland fires, such as the combination of high heat, strong winds, and low humidity;
- an expansive hazardous materials incident; and
- information or circumstances indicating the potential for acts of violence or civil disturbance.

Examples of readiness activities

Increased readiness activities may include, but are not limited to, the following activities:

- briefing Town Manager, key officials or town employees;
- reviewing and updating of EOP and related SOPs;
- increasing public information efforts;
- accelerating training efforts;

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- inspecting of critical facilities and equipment, including testing warning and communications systems;
- recruiting of additional staff and Disaster Service Workers;
- warning threatened elements of the population;
- conducting precautionary evacuations in the impacted area(s)
- mobilizing personnel, pre-positioning resources and equipment; and
- establishing or activating staging areas.

Initial (Field) Response

The Town’s initial response activities are primarily performed at the field response level. Emphasis is placed on minimizing the effects of the emergency or disaster. Field responders will use the Incident Command System to organize response to the emergency or disaster, incorporating the functions, principles and components of ICS (i.e., unified command, action planning, span of control, hierarchy of command, etc.).

Examples of initial response activities include:

- making all necessary notifications, including to the Marin Operational Area;
- disseminating of warnings, emergency public information, and instructions to the citizens of Fairfax;
- conducting evacuations and/or rescue operations;
- caring for displaced persons and treating the injured;
- conducting initial damage assessments and surveys;
- assessing need for mutual aid assistance;
- restricting movement of traffic/people and unnecessary access to affected areas;
- establishing a Unified Command; and
- developing and implementing Incident Action Plans.

Extended (EOC) Response

The Town’s extended response activities are conducted in the field and in the Town’s emergency operations center (EOC). The Fairfax EOC is located in the Fire Warden’s Room, Second Floor, Ross Valley Fire Station #21.

Extended emergency operations involve the coordination and management of personnel and resources to mitigate an emergency and facilitate the transition to recovery operations. Field response personnel will continue to use the Incident Command System (ICS) to manage field operations. EOC staff will support field response personnel in mitigating the affects of the disaster.

Examples

Examples of extended response activities include:

- preparing detailed damage assessments;
- operating mass care facilities;
- conducting coroner operations;
- procuring requirement resources to sustain operations;
- documenting situation status;
- protecting, controlling, and allocating vital resources;
- restoring vital utility services;
- tracking resource allocation;

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- conducting advance planning activities;
- documenting expenditures;
- developing and implementing Action Plans for extended operations;
- dissemination of emergency public information;
- declaring a local emergency;
- prioritizing resource allocation; and
- inter/multi-agency coordination.

Recovery Operations

As the immediate threat to life, property, and the environment subsides, the rebuilding of Fairfax will begin through various recovery activities.

Recovery activities involve the restoration of services to the public and rebuilding the affected area(s). Recovery activities may be both short-term and long-term ranging from restoration of essential utilities such as water and power to mitigation measures designed to prevent future occurrences of a given threat facing the Town.

Examples of recovery activities include:

- restoring of all utilities;
- establishing and staffing Local Assistance Centers;
- applying for state and federal assistance programs;
- conducting hazard mitigation analyses;
- identifying residual hazards; and
- determining and recovering costs associated with response and recovery.

Standardized Emergency Management System (SEMS)

Purpose

The Standardized Emergency Management System (SEMS) is intended to standardize response to emergencies involving multiple jurisdictions or multiple agencies. SEMS is intended to be flexible and adaptable to the needs of all emergency responders in California. SEMS requires emergency response agencies to use basic principles and components of emergency management, including

- the Incident Command System,
- multi-agency or inter-agency coordination,
- the operational area concept, and
- established mutual aid systems.

Incident Command System (ICS)

General

The Incident Command System (ICS) is a nationally used standardized on-scene emergency management concept specifically designed to allow its user(s) to adopt an integrated organizational structure equal to the complexity and demands of single or multiple incidents without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, with responsibility for the management of resources to effectively accomplish stated objectives pertinent to an incident.

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Functions	<p>The five functions of the ICS organization are management, operations, planning, logistics, and finance.</p> <ul style="list-style-type: none">• <i>Management</i> is responsible for directing, ordering, and/or controlling resources by virtue of explicit legal, agency, or delegated authority.• <i>Operations</i> is responsible for the coordinated tactical response of all field operations directly applicable to or in support of the mission(s) in accordance with the Incident Action Plan.• <i>Planning</i> is responsible for the collection, evaluation, documentation, and use of information about the development of the incident.• <i>Logistics</i> is responsible for providing facilities, services, personnel, equipment, and tracking the status of resources and materials in support of the incident.• <i>Finance</i> is responsible for all financial and cost analysis aspects of the incident, and/or any administrative aspects not handled by the other functions.
Principles	<p>The principles of ICS are that the system provides the following kind of operations:</p> <ul style="list-style-type: none">• single jurisdictional/agency involvement,• single jurisdictional responsibility with multiple agency involvement, and• multiple jurisdictional responsibility with multiple agency involvement. <p>The system's organizational structure adapts to any emergency or event to which emergency response agencies would expect to respond. The system will be applicable and acceptable to all user agencies. The system is readily adaptable to new technology. The system expands in a rapid and logical manner from an initial response to a major event and contracts just as rapidly as organizational needs or the situation decrease. The system has basic common components in organization, terminology and procedures.</p>
Components	<p>The components of ICS are:</p> <p>Common terminology is the established common titles for organizational functions, resources, and facilities within ICS.</p> <p>Modular organization is the method by which the ICS organizational structure develops based upon the type and size of an event. The organization's staff builds from the top down as the event grows, with responsibility and performance placed initially with the Incident Commander. At all incidents there will be five functions: management; operations; planning; logistics and finance. These may, as the event grows, be organized and staffed into sections. Initially, the Incident Commander may be performing all five functions. Then, as the event grows, each function may be established as a section with several units under each section.</p> <p>Unified command structure is a unified team effort which allows all agencies with responsibility for the event, either geographical or functional, to manage an event by establishing a common set of objectives and strategies. This is accomplished without losing or abdicating agency authority, autonomy, responsibility or accountability.</p> <p>Consolidated action plans identify objectives and strategy determinations made by the Incident Commander for the event based upon the requirements of the affected jurisdiction. In the case of unified</p>

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command, the objectives must adequately reflect the policy and needs of all the jurisdictional agencies. The consolidated action plans document the tactical and support activities required for the operational period.

Manageable span-of-control within ICS is a limitation on the number of emergency response personnel who can effectively be supervised or directed by an individual supervisor. The type of event, the nature of the response or task, distance, and safety will influence the span-of-control range. The ordinary span-of-control range is between three and seven personnel. The need for pre-designated facilities is identified within ICS. The determination of the types and locations of facilities to be used will be based upon the requirements of the event. Comprehensive resource management is the identification, grouping, assignment and tracking of resources.

Integrated communications are managed through the use of a common communications plan and an incident-based communications center established for the use of assigned tactical and support resources.

- SEMS Levels There are five designated levels in the SEMS organization:
- The **field response level** commands emergency response personnel and resources to carry out tactical decisions and activities in direct response to an incident or threat.
 - The **local government level** manages and coordinates the overall emergency response and recovery activities within its jurisdiction. The local government level includes cities, towns, counties, and special districts.
 - The **operational area level** manages and/or coordinates information, resources, and priorities among local governments; and serves as the coordination and communication link between the local government level and the regional level. The Marin County Operational Area includes all the jurisdictions and special districts within the Marin County geographical area.
 - The **regional level** manages and coordinates information and resources among operational areas within the mutual aid region designated and between the operational areas and the state level. This level, along with the state level, coordinates overall state agency support for emergency response activities. The Marin County Operational Area is part of the State OES Coastal Region.
 - The **state level** manages state resources in response to the emergency needs of the other levels, manages and coordinates mutual aid among the mutual aid regions and between the regional level and state level, and serves as the coordination and communication link with the federal disaster response system.

Multi-Agency/Inter-Agency Coordination

The multi-agency or inter-agency coordination is the decision-making system used by member jurisdictions of the Marin Operational Area. Multi-agency or inter-agency coordination is agencies and disciplines involved at any level of the SEMS organization working together to facilitate decisions for overall emergency response activities, including the sharing of critical resources and the prioritization of incidents.

Operational Area Concept

The California Emergency Services Act, (Chapter 7, Division 1, Title 2 §8550) says, “The State has long recognized its responsibility to mitigate

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the effects of ... emergencies ... which result in conditions of disaster or extreme peril to life, property ...”: and further that “... all emergency functions of this state be coordinated as far as possible with the comparable functions of its political subdivisions ...”

Further, in the that Act, §8605, it stipulates, “each county is designated as an operational area. Each operational area may be used by the county and the political subdivisions comprising the operational area for the coordination of emergency activities ...”

Mutual Aid System

The foundation of California’s emergency planning and response is a statewide mutual aid system, which is designed to ensure that adequate resources, facilities, and other support are provided to jurisdictions whenever their own resources prove to be inadequate to cope with a given situation(s). The basis for the system is the California Master Mutual Aid Agreement, as referenced in the California Emergency Services Act. It created a formal process wherein each jurisdiction retains control of its own personnel and facilities, but can give and receive help whenever it is needed. State government is obligated to provide available resources to assist local jurisdictions in emergencies. Marin County is located within Mutual Aid Region II.

Within the framework of the California Disaster and Civil Defense Master Mutual Aid Agreement, several discipline-specific mutual aid coordinators will operate from the Marin Operational Area EOC, such as fire and rescue, law, medical, and public works. Mutual aid requests for these disciplines will be coordinated through their coordinators.

Once the Town EOC is activated, communications will be established between the EOC and these discipline-specific Operational Area mutual aid coordinators. All other requests for assistance will flow through the appropriate Operational Area SEMS function. The jurisdiction(s) requesting mutual aid will remain in charge and retain overall direction of personnel and equipment provided through mutual aid.

Volunteer agencies and private agencies may participate in the mutual aid system along with governmental agencies. For example, the disaster medical mutual aid system relies heavily on private sector involvement for medical/health resources. Some volunteer agencies such as the American Red Cross, Salvation Army and others are an essential element of the statewide emergency response to meet the needs of disaster victims. Volunteer agencies mobilize volunteers and other resources through their own systems. They also may identify resource needs that are not met within their own systems that would be requested through the mutual aid system. Volunteer agencies with extensive involvement in the emergency response should be represented in the EOC.

Volunteer Resources

Volunteer groups trained in emergency response can supplement can greatly enhance and supplement emergency response personnel. Jobs for all personnel assigned to emergency response must be trained, equipped, and aligned with a qualified organization.

Spontaneous volunteers, when trained and managed appropriately, can provide valuable resources to the community. Examples of existing trained volunteers in Marin include the following volunteer organizations:

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RADIO AMATEUR CIVIL EMERGENCY SERVICE (RACES/ACS)
RACES is organized under FEMA, operates according to Federal Communications Commission (FCC) rules, and is a volunteer organization of licensed amateur radio operators who donate time, energy, skills, and use of personal equipment for public service. The Marin OA RACES group is also affiliated with the State of California OES of Emergency Services Auxiliary Communications Service (ACS). In Marin County, RACES/ACS members may provide communications support using amateur radio, cellular, and regular phones, computers, e-mail, facsimile, Internet, microwave, public service radio, satellite, television and video-conferencing systems, as well as field and in-office support of personnel. RACES/ACS support for all Marin OA government services and agencies is a request and remains, at all times, under the Sheriff's OES.

MARIN MEDICAL RESERVE CORPS (MMRC)
Marin County's Health and Human Services Division has created the Marin Medical Reserve Corps (MMRC) which enlists citizen volunteers to assist in the establishment of an organized pool of resources capable of being deployed to support Emergency Management Systems already in place in the event of a major disaster. MMRC has developed a partnership within the Marin County medical profession (active and retired) that aid in the education, training and deployment of citizen volunteers and resources in the event of a large scale, local emergency. MMRC will serve as a support role in providing volunteer medical professionals and resources to augment those services in the community that are engaged in the health and welfare of the citizenry.

COMMUNITY EMERGENCY RESPONSE TEAM (CERT)
Following a major disaster, first responders who provide fire and medical services will not be able to meet the demand for these services. Factors as number of victims, communication failures, and road blockages will prevent people from accessing emergency services they have come to expect at a moment's notice through 911. The CERT program in Marin County presents citizens training with the facts about what to expect following a major disaster and also in life saving skills with emphasis on decision-making skills and rescuer safety. It organizes them so that certified CERT members are an extension of first responder services offering immediate help to victims until professional services arrive.

National Incident Management System (NIMS)

Purpose

Until now, there have been no standards for domestic incident response that reach across all levels of government and all response agencies. The events of September 11 have underscored the need for and importance of national standards for incident operations, incident communications, personnel qualifications, resource management, and information management and supporting technology.

NIMS Compliance

Homeland Security Presidential Directive – 5 (HSPD-5) requires Federal departments and agencies to make the adoption of NIMS by State and local organizations a condition for Federal preparedness assistance.

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NIMS Components

NIMS is comprised of several components that work together as a system to provide a national framework for preparing for, preventing, responding to, and recovering from domestic incidents. These components include:

- Command and management.
- Preparedness.
- Resource management.
- Communications and information management.
- Supporting technologies.
- Ongoing management and maintenance.

The principles of ICS and SEMS were used in the development of NIMS, hence their functional compatibility.

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Relationship to the System

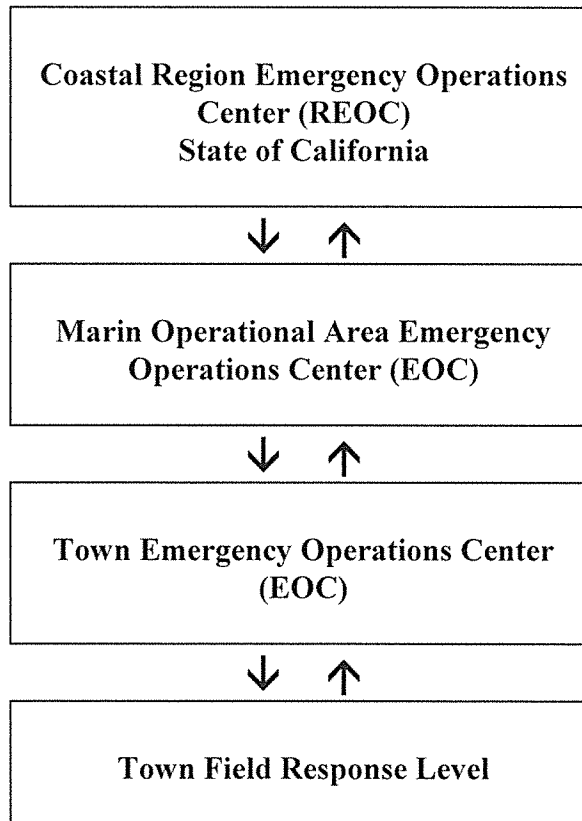
The Town is responsible for emergency response within its geographical boundaries. The *California Emergency Services Act* requires the Town to manage and coordinate the overall emergency response and recovery activities within its jurisdiction. During disasters, it is required to coordinate emergency operations with the Marin Operational Area and, in some instances, other local governments.

Under the Standardized Emergency Management System (SEMS), the Town has responsibilities at two levels,

Field response: At the field response level, all agencies will use the Incident Command System (ICS) to standardize the emergency response.

Local government levels: At the local government level, a designated Emergency Operations Center (EOC) is used as the central location for gathering and disseminating information, coordinating all jurisdictional emergency operations, and coordinating with the Marin Operational Area.

The following diagram depicts the relationship between the Town of Fairfax, the Marin Operational Area, and the State's Coastal Regional Emergency Operations Center (REOC).



Fairfax Emergency Operations Plan

Hazard Analysis

The Town of Fairfax recognizes that the planning process must address each hazard that threatens the Town. Fairfax is vulnerable to a wide range of threats. There are three broad categories of hazards: natural, technological or man-made, and national security.

General

Narrative includes jurisdiction's location within the Marin Operational Area, population, geographic features, major transportation routes, etc. Fairfax is a residential community of 7,500 population located within a 30 minute drive of San Francisco, the beach, and the mountains in western Marin County. It has a moderate climate year round. It is heavily wooded with steep hills and lowland creeks. The main road, Sir Francis Drake Boulevard, is the main traffic corridor between east and west Marin. The business district is clustered around Sir Francis Drake Blvd., Bolinas Road, and Broadway. One of the major problems the Town of Fairfax faces during any emergency is the possibility of being isolated from surrounding communities and any subsequent resources or help.

Earthquakes

Earthquake narrative, including identification of areas of high risk for landslides, liquefaction, tsunamis and structural failures. While no known fault lines run directly through Fairfax, the town will potentially be affected by quakes along the San Andreas fault, the Hayward fault, the Roger's Creek Fault, and other lesser faults in the Bay Area. Steep hill neighborhoods, such as the Cascades, Forrest/Hillside, Oak Manor hills, and Willow/Upper Ridgeway, are at risk for landslides, and liquefaction. Any Fairfax structure is at risk for structural failure from liquefaction. However, at highest risk, the downtown area has about half a dozen reinforced masonry buildings, and in the neighborhoods, there are many un-reinforced "soft-story" apartment buildings.

Winter Storms

Winter Storm narrative, including risk areas for flooding and landslides. Fairfax routinely experiences minor flooding and tree loss with annual winter storms. Storms bringing higher than normal precipitation, cause excessive saturation in the various hill neighborhoods, causing periodic landslides and debris flow. The downtown area has experienced infrequent flooding from one to three feet in depth. The most recent major flooding incident downtown occurred December 31, 2005. Other routine storm problems include power outages and road damage.

Fires

Wildland Fire narrative, including high-risk areas and access problems. The hill neighborhoods previously identified are the areas of greatest risk due to the dense vegetation, trees dead/dying of "Sudden Oak Death", and the narrow access roads. Drought years intensify fire risk from dried out grass and brush. Vehicles coming down the roads may prevent fire engines from reaching the areas burning and interfere with rescue efforts.

Hazardous materials

HazMat narrative. The main traffic corridors of Sir Francis Drake, Broadway and Bolinas are at greatest risk for hazmat incidents, especially near the downtown gas stations. Isolated incidents could occur if individuals haul or store hazardous material in an inappropriate fashion.

Dam Failures

Dam Failure narrative (if applicable). Not applicable

Fairfax Emergency Operations Plan

Other hazards

Other hazards/narratives as appropriate to jurisdiction. Major vehicle accidents have potential to block traffic corridors, cause fires, or hazardous material spills. The risk for civil disturbance, terrorism, aircrashes or biohazard events is considered to be minimal. Diseases like West Nile Virus and Bird Flu {avian influenza A (H5N1)} have potential to reach epidemic proportions if vector control and hygiene are not managed properly. Scientific information indicates that man-made air pollution is having an effect on global warming, which in turn can intensify the affects of natural disasters, such as floods and droughts. An increase in intense weather conditions should be anticipated.

Hazards Impacts

The Town of Fairfax with its varying topography, mix of urban and open space areas, permanent populations, and transient and recreational population is subject to a wide variety of negative impacts from natural and technological hazards. The natural hazards and technological or man-made hazards that confront the Town of Fairfax are as follows:

Natural Hazards

- earthquakes;
- floods;
- landslides;
- wildland fires;
- drought;
- extreme weather/storm;
- global warming; and
- epidemic

Technological/Man-made Hazards

- hazardous materials;
- major vehicle accident;
- air pollution;
- airplane crash;
- civil disturbance; and
- terrorism.

A hazard matrix that outlines each of these hazards and identifies their likelihood of occurrence and its severity is listed on the next page.

Fairfax Emergency Operations Plan

Likelihood of Occurrence

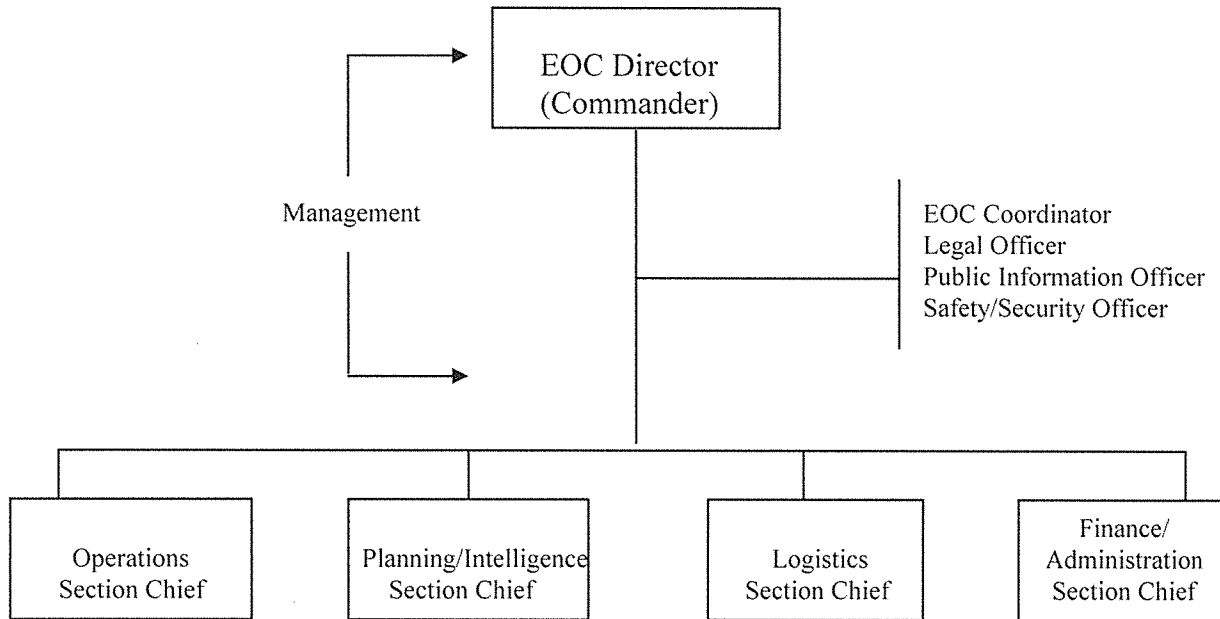
Hazard	Frequency			Severity		
	Infrequent	Sometimes	Frequent	Low	Moderate	High
Earthquake M<5		X		X		
Earthquake M>5	X				X	X
Wildland Fire		X				X
Floods		X			X	
HazMat	X				X	X
Landslides		X				X
Extreme Weather/ Storm			X		X	X
Civil Disturbance	X			X		
Terrorism	X				X	X
Aircraft Crash	X					X
Major Vehicle Accident		X				X
Local Air Pollution		X		X		
Global Warming		X	X			X
Epidemic	X					X

Fairfax Emergency Operations Plan

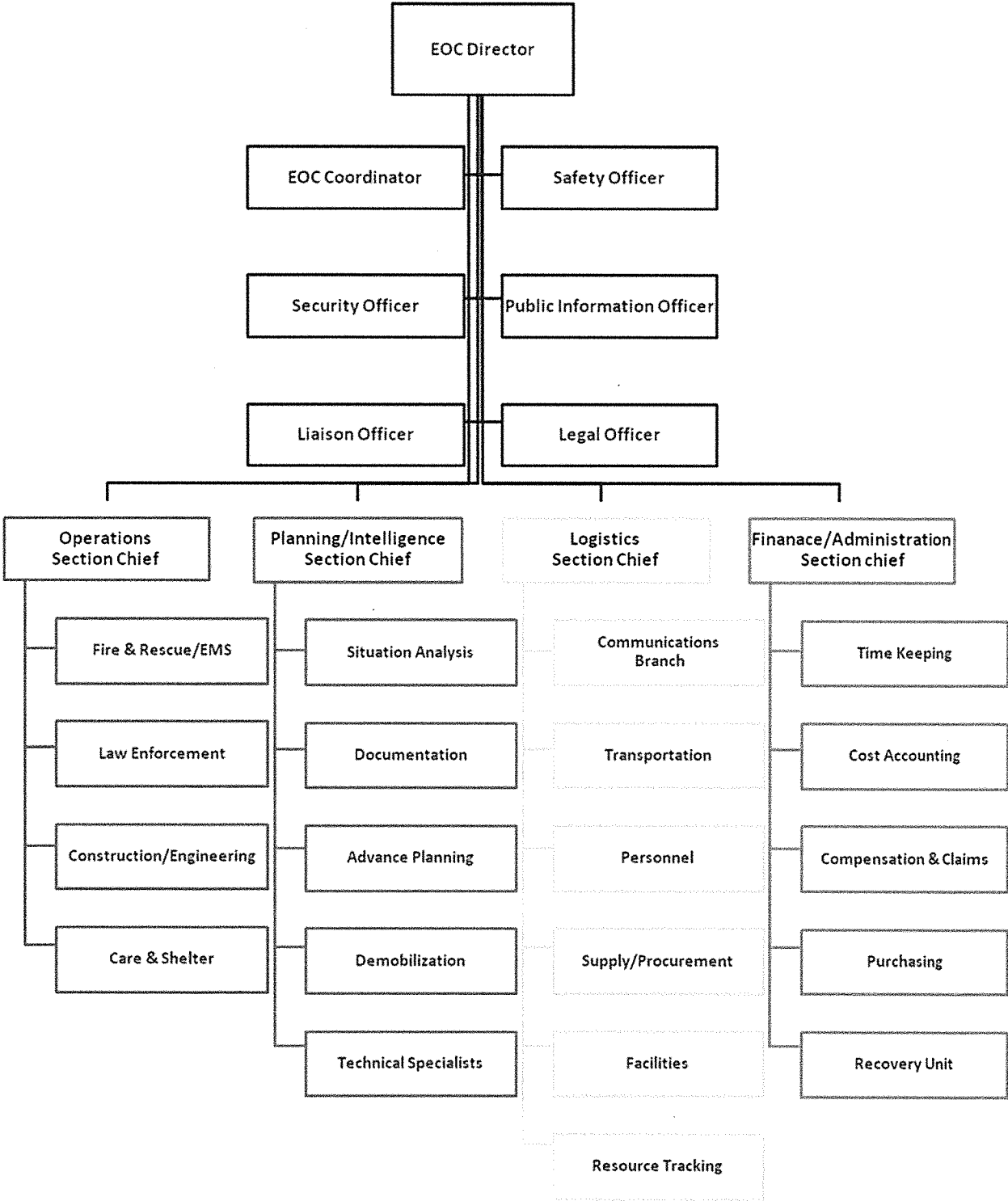
Model Town EOC Organizational Chart

One of the components of SEMS is the ability to scale the size of an EOC organization chart to fit the needs to the jurisdiction. Small jurisdictions can combine or eliminate positions; larger jurisdictions can expand them.

"The system's organizational structure adapts to any emergency or incident ... The system expands in a rapid and logical manner from an initial response to a major event and contracts just as rapidly as organizational needs or the situation decrease."



Fairfax's EOC Organizational Chart



Fairfax Emergency Operations Plan

Model Town Plan DEPARTMENT FUNCTIONAL MATRIX

P = Primary Responsibilities S = Support Responsibilities

	Mayor/ Council	Town Manager	Emer Ops Mgr	Fire	Police	Public Works	Planning	Finance
MANAGEMENT								
Director		P			S			
EOC Coord		S	P					
PIO	S	P-Town Clerk						
Legal	P-Town Attr.							
Safety/Security					P			
OPERATIONS								
Law					P			
Fire				P				
Medical/Health				P				
Public Works						P		
Care & Shelter					P			
PLANNING								
Sit Analysis				S	S	S	P	
Doc/Display							P	
Advance Plng							P	
Demobilization				S	S	S	P	
Recovery Plng							P	
LOGISTICS								
Communications					P			
Personnel					S		P	
Supply						P		
Transportation						P		
Facilities						P		
Resource Status						P		
FINANCE								
Payables								P
Time Keeping				S	S	S	S	P
Comp/Claim								P

Fairfax Emergency Operations Plan

EOC Position Descriptions and Responsibilities

Management

The Management Section is responsible for the overall coordination and administration of emergency response operations within the jurisdiction. Command includes positions that provide support functions for the Town EOC.

EOC Director The EOC Director is usually the Town Manager, the Assistant or a designated representative of the Town Management.

EOC Coordinator The EOC Coordinator serves as a resource to and assists the EOC Director in the administration of the emergency response. When an event has a multi-agency or multi-jurisdictional response, the Emergency Operations Coordinator maintains contact with the Marin Operational Area EOC and provides coordination with schools, outside agency representatives, businesses, other employers and other jurisdictions.

Legal Officer The Town Attorney or Assistant serves as Legal Officer. This person provides legal counsel to the EOC Director and assists in preparing a declaration of disaster.

Public Information Officer The Public Information Officer is specially trained to serve as the point of contact for the media and other organizations seeking information on the emergency response.

Safety/Security Officer The Safety/Security Officer's function is to monitor EOC operations and to develop measures for assuring a safe working environment. This includes attention to structural integrity, workspace set-up, activities, and entry authorization.

Operations

The Operations Section is dedicated to all field operations being carried out within the jurisdiction.

Operations Section Chief The Operations Section Chief has the management responsibility of all activities directly applicable to the field emergency response. The Operations Section Chief participates in the development and execution of the Incident Action Plan.

Law Unit The Law Unit coordinates the provision of warning information, evacuation procedures, traffic control, public security and order, and animal control activities. The Law Unit also assists the Coroner's Office in the discharge of their duties. Submits requests for mutual aid.

Fire/Rescue Unit The Fire/Rescue Unit coordinates fire and rescue operations within the jurisdiction. Submits requests for mutual aid. In addition, as personnel permits, this unit supports medical treatment.

Public Works Unit The Public Works Unit surveys all jurisdictional facilities, assesses damage, coordinates repairs, conducts debris removal services and establishes priorities for restoring essential services.

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Medical/Health

Unit The Medical/Health Unit coordinates and prioritizes requests from local responders and obtains medical/health personnel, supplies and equipment through mutual aid.

Care & Shelter

Unit The Care & Shelter Unit is responsible for, and coordinates with volunteer agencies, the provision of food, potable water, clothing, shelter, emotional support, animal welfare and other basic necessities of the citizens. The Care & Shelter Unit provides a central registration and inquiry service to reunite families and respond to outside welfare inquiries.

Agency

Representatives Agency Representatives from other jurisdictions or organizations outside the Town government serve as funnels through which requests flow to or from their agencies. They should be able to speak on behalf of their jurisdiction or agency within established policy limits.

Planning / Intelligence The Planning/Intelligence Section collects, evaluates, processes, and disseminates information for use in the emergency.

Planning/Intelligence

Section Chief The Section Chief has the management responsibility for the collection and processing of information and for planning activities relating to demobilization and recovery operations. The Planning/Intelligence Section Chief assists the EOC Director in the development of the Action Plan.

Situation Analysis

Unit The collection, processing, and organizing of all information about the event takes place within the Situation Analysis Unit. This unit prepares maps and disseminates information and future projections, as required.

Documentation/

Display Unit The Documentation/Display Unit maintains accurate up-to-date files of logs, reports, plans and other related information. This unit provides duplication services for the EOC and maintains display boards of the current situation.

Advance Planning

Unit The Advance Planning Unit focuses upon potential response and recovery issues that might exist within 36 to 72 hours.

Demobilization

Unit The Demobilization Unit is responsible for the development of a plan that provides for the timely and orderly demobilization of the EOC.

Recovery Planning

Unit The Recovery Planning Unit initiates and carries out the collection and maintenance of all related information for recovery of costs from federal, state and other jurisdictions.

Logistics

The Logistics Section is the support arm for emergency response operations.

Logistics Section

Chief The Logistics Section Chief oversees all of the resource and support functions of the Logistics Section.

Communications

Unit Ensures that radio, telephone and computer resources and services are provided to the EOC staff.

Fairfax Emergency Operations Plan

***Personnel
Unit***

Provide trained and volunteer personnel resources as requested in support of the EOC and field operations. Coordinate the directions for and the control of convergent volunteers.

***Supply/Procurement
Unit***

Manages the procurement and allocation of equipment (except transportation), supplies and materials that are not secured through mutual aid.

***Transportation
Unit***

The Transportation Unit coordinates the acquisition of requested transportation resources (other than Law and Fire mutual aid vehicles) and the transportation of workers, victims and impacted citizens.

***Facilities
Unit***

The Facilities Unit is responsible for the establishment, maintenance and demobilization of all facilities, except staging areas, needed for the jurisdiction's EOC operation.

***Resource Status
Unit***

The Resource Status Unit works with the other units in the Logistics Section to collect and maintain centralized accounting of the status of all resources used in this emergency.

Finance / Administration The Finance/Administration Section is responsible for managing all financial aspects of the emergency response.

***Finance/Administration
Section Chief***

The Finance/Administration Section Chief is responsible for the continuity and maintenance of financial operations and records, claims and cost analysis of the emergency.

***Purchasing
Unit***

The Purchasing Unit negotiates and coordinates vendor contracts and purchase requests that exceed established purchase order limits.

***Time Keeping
Unit***

The Time Keeping Unit maintains records of all on-duty personnel, including volunteers.

***Compensation and
Claims Unit***

The Compensation and Claims Unit accepts as the official agent for the Town, all damage and injury claims. This unit manages claims and conducts related investigations.

Fairfax Emergency Operations Plan

Training and Exercising

The Emergency Services Manager, appointed by the Director or Assistant Director of Emergency Services, is responsible for developing and providing all training required under the Standardized Emergency Management System (SEMS) regulations.

The departments are responsible for providing training for all department emergency responders, ensuring that all applicable laws are met, and employees are familiar with and knowledgeable of department Standard Operating Procedures (SOPs) and the Town's emergency plan.

The Emergency Services Manager, in coordination with the Town Manager, is responsible for developing and distributing an exercise schedule, covering the exercises to be conducted throughout a given calendar year. Each department is responsible for sending emergency responders to these scheduled events pursuant to the exercise schedule published by the Emergency Services Manager.

Fairfax Emergency Operations Plan

Part II-- Initial Response Operations

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Fairfax Emergency Operations Plan

Concept of Operations

Town agencies, special districts, volunteer agencies, and segments of the private sector will accomplish initial response operations.

During initial response operations, field responders will place emphasis on saving lives, property, and the environment, controlling the situation, and minimizing the effects of the emergency.

The Incident Command System will be used to manage and control the response operations. The disaster/event may be controlled solely by Town emergency responders or with other agencies through the mutual aid system. If the resources available at the field response level are not sufficient to mitigate the situation, the Incident Commander may request that the Town Emergency Operations Center (EOC) be activated to support the field operations.

Alerting and Warning

Alerting and warning involves the notification of emergency response personnel, as well as notifying the affected public. Fairfax utilizes an Emergency Alert List to alert and activate its emergency response personnel.

The Emergency Alert List is centered on the five SEMS functions. The list includes personnel who are part of each SEMS function in the Emergency Operations Center, as well as other technical employees of the Town.

Local law enforcement has the primary responsibility in alerting and warning the public, with assistance from the Public Information Officer, as deemed necessary. Alerting and warning the public may be accomplished through the Emergency Alert System, special broadcasts, or simply driving up and down the streets using the public address system.

EOC Activation Policy/Authority

The Fairfax EOC is activated when field response agencies need support. Activation may involve partial or full staffing, depending upon the support required.

The following personnel are authorized to request the activation of the EOC:

- The Mayor or Vice Mayor if Mayor is unavailable
- The Town Manager or designee
- The Police Chief or designee
- The Fire Chief or designee

Fairfax Emergency Operations Plan

Field Response

Introduction

This section of the Fairfax Emergency Operations Plan is designed for the field responders' initial response to emergencies, bridging the gap between a routine emergency and a disaster. Experience has shown that the outcome of many emergencies can be greatly affected by effective initial response actions.

When the Town has jurisdiction over a multiple-agency incident, Town emergency responders will organize the field response using the Incident Command System (ICS). Additionally, the principles of ICS will be used even for those incidents that begin as a single discipline response (i.e., all fire or all law enforcement). Often the single discipline incident expands to a multi-discipline event, which demands the use of ICS. During multi-agency events, field responders will use the principles of Unified Command to the extent possible.

In order for ICS to be used at all incidents, the first emergency responder on scene who has single discipline management responsibility will always take the following basic actions:

- establish the Incident Command Post (ICP);
- size up the incident;
- determine the ICS organizational elements required;
- request additional resources necessary to mitigate the incident;
- delegate authority within the ICS organizational structure; and
- develop the Incident Action Plan, incorporating the incident objectives and strategies.

By taking these basic actions, the change from a one-person response to a multi-person response involves no change in the management system. The built-in capability for modular development helps to shape the organization based on the functional needs of the incident.

Coordination with Special Districts, Private, and Volunteer Agencies

The level of involvement of special districts, public utilities, private organizations, and volunteer agencies will vary considerably depending upon the kind of event. In general, special districts or other agencies that have a statutory or jurisdictional responsibility with the incident should be represented at the incident. The form of involvement for these districts and agencies may be as part of the Unified Command or as an Agency Representative who coordinates with a Town EOC Coordinator. The emergency response role of special districts will be focused on their normal services and functional area of responsibility.

A cooperating agency supplies assistance other than direct tactical resources to the control effort. Local utilities, such as PG&E, water and sanitation districts, the Marin InterAgency Disaster Coalition, and other

Fairfax Emergency Operations Plan

private and volunteer agencies could be cooperating agencies depending upon the type of event.

Coordination With Department Operations Center (DOC) and Town EOC

During disaster situations with multiple events occurring simultaneously, an incident commander is assigned to each incident. The IC in the field response system may or may not have a direct communications and reporting relationship with a Department Operations Center (DOC), i.e.: a dispatch center or corporation yard. The DOC will then report directly to the appropriate unit in the Town EOC, if it has been activated. If there is no DOC, field response units report directly to the appropriate unit in the Town EOC.

Incident Action Plans (IAP)

The Incident Action Plan (IAP) is the plan developed which contains objectives reflecting the overall incident or event strategy, specific tactical actions, and supporting information for the next operational period.

It is important that all incidents have some form of an IAP. The plan is developed around a specified duration of time called an operational period, and will state the objectives to be achieved and describe the strategy, tactics, resources, and support required to achieve the objectives within the time frame. Generally, the length of the operational period is determined by the length of time needed to achieve the objectives.

The plan may be oral or written. Small incidents with only a few assigned resources may have a very simple plan, which may not be written. Small incidents do not require elaborate Incident Action Plans. Most simple, short-term, and single agency incidents do not require written IAPs. As incidents become larger, or require multi-agency involvement, the action plan should be written.

IAPs will vary in content and form depending upon the kind and size of the incident or event. ICS provides for the use of a systematic planning process, and provides forms and formats for developing the Incident Action Plan. The general guideline for use of a written versus a verbal action plan is when:

- two or more jurisdictions are involved;
- a number of organizational elements have been activated;
- the incident continues into another planning or operational period;
- it is required by agency policy.

For multi-agency events operating under a Unified Command, the IAPs should be written. This provides all agencies with a clear set of objectives, actions, and assignments. It also provides the organizational structure and the communications plan required to manage the event effectively under Unified Command.

Fairfax Emergency Operations Plan

There is no single format, which will fit all situations. Several ICS forms are appropriate for use in IAPs. Sample IAPs are included in the Appendix. IAPs have four main elements that should be included:

- **Statement of Objectives** - Statement of what is expected to be achieved. Objectives must be measurable.
- **Organization** - Describes what elements of the ICS organization will be in place for the next Operational Period.
- **Tactics and Assignments** - Describes tactics and control operations, including what resources will be assigned. A field Division or Group often does resource assignments.
- **Supporting Material** - Examples could include a map of the event, a communications plan, medical plan, a traffic plan, weather data, special precautions, and a safety message.

Town Standard Operating Procedures (SOP)

For the Town Plan to be complete, each town department will develop Standard Operating Procedures (SOP) for response operations.

These SOPs will contain, in detail, those actions that are necessary to fulfill their SEMS functional responsibilities under this plan. Each SOP includes generic as well as specific information.

Each SOP will be reviewed by the Emergency Operations Manager for consistency with the Town Emergency Operations Plan. Inconsistencies or overlaps between departmental actions will be addressed by the departments or the Town Manager.

Strict adherence to the SOP by departments is not required. Departments may deviate from SOPs to respond to unique needs in a particular response.

Fairfax Emergency Operations Plan

Generic Response SOP (for use by all departments)

- Increased Readiness*
- Develop procedure for reviewing and updating Department SOPs.
 - Identify the process and develop lists and procedures for checking critical facilities and equipment, including testing systems.
 - Develop procedure for mobilizing department personnel and pre-positioning resources and equipment.
 - Develop procedures for responding to and managing emergency/disaster incidents, taking into consideration the impact of hazards on the Town as detailed in "Hazard Analysis" in Part I of this plan.
 - Develop procedures for responding to and maintaining on-going department responsibilities: i.e.: office space, client services, records, staffing.
 - Encourage all personnel to be prepared to spend several days at the office: stock drinking water, non-perishable foods, personal toiletries, flashlights.
 - Upon notification of potential emergency/disaster, adopt an increased readiness posture by reviewing appropriate plans, guidelines, checklists and mutual aid agreements.
 - Consider alerting/recalling off-duty personnel.
 - Refer all media inquiries to the Emergency Operations Manager.
- Initial Response (Field) Operations*
- Provide a department status report to Dispatch Center and the Emergency Operations Manager. Provide periodic status reports to DOC or Dispatch Center or appropriate section in the EOC as appropriate.
 - Conduct an internal damage assessment, including safety of personnel, structural integrity, and communications.
 - As far as possible, assess the extent of the damage to your department operations/responsibilities (i.e.: clients, facilities, etc). Relay initial assessment of incident to responding units and to DOC or Dispatch Center, as appropriate.
 - Assist other town departments/disciplines as appropriate and necessary.
 - Assess and determine necessity of specialized equipment and resources to carry out department/EOC responsibilities.
 - Coordinate emergency public information with appropriate division.

Fairfax Emergency Operations Plan

Assign and alert department personnel assigned to the EOC.

Extended Response (EOC) Operations

If department personnel have duties in the EOC, develop the process and concept of operations for transfer from department to EOC operations, including the communication and coordination protocol between the DOC and EOC personnel.

If personnel do not have assigned duties in the EOC, be prepared to support the overall jurisdictional response and recovery efforts.

Be familiar with and use the EOC position checklists when operating in the EOC.

Provide periodic status reports to DOC or Dispatch Center or appropriate section in the EOC.

Ensure the safety of all personnel involved with the incident.

Provide periodic status reports to DOC or Dispatch Center or section in EOC as appropriate.

Refer all media questions to the PIO in the EOC.

Once activated, coordinate all response actions and resource requests with the appropriate Section of the EOC.

Recovery Operations

Develop procedures for the organization and preparation of after-action reports, including transmission of reports to the Recovery Operations Team.

Consider the need for Critical Incident Stress debriefing for emergency responders.

Refer all media questions to appropriate division.

Support and assist the Recovery Operations Team.

Fairfax Emergency Operations Plan

Town Council

Follow the General Response SOP checklists, and:

Increased Readiness Predetermine at least four convening locations, in order. Each location should be removed from the area of the EOC to avoid an overwhelming media presence interfering with the emergency operations. In addition, each location should be structurally sound with adequate meeting space and communication linkages.

Initial Response Establish communications with the Town Manager and other Town Council Members.

Receive an initial status report from the Town Manager or EOC Director. Assess the need for immediate Council action.

Be prepared to convene when called.

If communications cannot be established, report to the pre-designated meeting location. If facility is damaged, proceed to alternate location, in order.

Extended Response Receive status reports from the EOC Director.

Be prepared to declare a local State of Emergency, and enact emergency legislation and ordinances.

Be prepared to authorize expenditures.

Be prepared to speak with the local jurisdiction officials.

Be prepared to speak to the community and to individual victims.

Be prepared to speak to the press, when appropriate.

Fairfax Emergency Operations Plan

Town Manager

Primary EOC Responsibility: *Director*

Supporting EOC Responsibility: *PIO in absence of Town Clerk*

Follow the General Response SOP checklists, and:

Increased Readiness In coordination with the Emergency Operations Manager, develop the process and procedure for increasing public information efforts.

Be prepared to brief Town employees.

Be prepared to brief the Town Council Members.

Review the PIO procedures for dealing with crisis communications.

Be prepared to issue declarations in the absence of the Council.

Initial Response Establish communications with the Mayor and Town Council Members.

Provide an initial status report to the Mayor and Town Council. Assist in the assessment of the need for immediate Council action.

In coordination with the Emergency Operations Manager, develop procedures for drafting and declaring a local emergency.

Extended Response Be prepared to declare a local State of Emergency in the absence of a Town Council declaration.

Be prepared to authorize expenditures.

Be prepared to speak with the local jurisdiction officials.

Be prepared to speak to the community and to individual victims.

Be prepared to speak to the press, when appropriate.

Recovery Operations In coordination with the Finance Department and the Emergency Operations Manager, develop the procedures and processes used for recovery operations.

Fairfax Emergency Operations Plan

Emergency Operations Manager

In addition to the General Response SOP:

Primary EOC Responsibility: *EOC Coordinator*

Supporting EOC Responsibility: *To be determined*

- Increased Readiness* Develop procedures to activate, operate and deactivate the EOC. Check and expedite any repairs to the EOC and equipment, including testing systems.
- In coordination with the Dispatch Center, police and fire, develop procedures to disseminate warnings, emergency public information, and instructions to citizens.
- Review and update processes and procedures for briefing Town Manager, Council Members, and city employees of the impending disaster situation.
- Coordinate with the Town Manager to review and revise the process and procedures for increasing public information releases.
- Coordinate the process and procedure for activating volunteer organizations (CERT, MMRC, RACES, etc.), recruiting volunteers and additional staff, including the procedure for registering them as Disaster Service Workers.
- Review maps of specific hazards (i.e. HazMat, dam inundation areas, earthquake faults) to be used by the departments/emergency responders.
- Initial Response
(Field) Operations* In coordination with fire and law enforcement, develop procedures to disseminate warnings, emergency public information, and instructions to citizens.
- In coordination with Town Manager, develop procedures for drafting and declaring a local emergency.
- Recovery Operations* Develop procedures for the organization and preparation of after-action reports, including transmission of reports to the Marin Operational Area Office of Emergency Services.
- In coordination with the Finance Department and the Town Manager, develop the procedures and processes used for recovery operations.
- In coordination with the Public Works and Planning Departments, identify the process for conducting and analyzing potential hazard mitigation projects.

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Police Department

In addition to the General Response SOP:

Primary EOC Responsibility: *Law, Care & Shelter, Safety & Security, Communications*

Supporting EOC Responsibility: *Assistant Director (Police Chief), Situation Analysis, Demobilization, Personnel, Time Keeping*

Increased Readiness In coordination with the Dispatch Center, fire and Emergency Operations Manager, develop procedures to disseminate warnings, emergency public information, and instructions to citizens.

In coordination with the fire department, develop a process for managing incidents at the field level, using the Incident Command System. Establish Unified Command for all multi-agency responses.

*Initial Response
(Field) Operations*

Develop procedures for initiating:

- perimeter management, including access control;
- isolating the incident, and controlling access to the incident;
- request for law enforcement mutual aid;
- operations to safeguard evidence at all accidents; and
- evacuations.

If appropriate, authorize activation of the Emergency Alert List to activate the EOC.

If appropriate, activate the Marin Humane Society for animal control.

Conduct a windshield survey of assigned area, include but not limited to:

- Essential service buildings (government/utilities)
- Transportation routes
- Schools, Hospitals/clinics
- Other critical facilities as defined in predetermined lists.

Consider the following when conducting a “Windshield Survey”

- Stay in your vehicle – This is an information-gathering task only!!
- At least two persons per vehicle – One to drive, one to take notes.
- Utilize predetermined lists of critical facilities.
- Gathering this information will determine the big picture, prioritization of response, and the incidents requiring greatest allocation of resources.
- The faster this is accomplished, the sooner resources can be allocated!!

Develop procedures for evacuations/movement operations and traffic and crowd control operations, including the identification of evacuation routes, evacuation reception areas, shelter locations, and security for area.

Take into consideration specific planning requirements that are identified in the hazard analysis (Part I of this Plan). Ensure that all items under the Americans with Disabilities Act are covered for evacuations/movement operations.

Fairfax Emergency Operations Plan

Fire Department

In addition to the General Response SOP:

Primary EOC Responsibility: *Fire/Rescue, Medical/Health*

Supporting EOC Responsibility: *Situation Analysis, Demobilization, Time Keeping*

Increased Readiness: Identify and plot hazardous materials sources in the town that are potential risk areas in an emergency.

If appropriate, authorize activation of the Emergency Alert List to activate the town EOC.

Initial Response

(Field) Operations

In coordination with the Dispatch Center, police and Emergency Operations Manager, develop procedures to disseminate warnings, emergency public information, and instructions to citizens.

In coordination with the police department, develop a process for managing incidents at the field level, using the Incident Command System. Establish Unified Command for all multi-agency responses.

Develop procedures for initiating:

- needs assessment and subsequent requests for mutual aid;
- evacuation and rescue operations; and
- request for fire/rescue mutual aid; and
- treatment for injured (in accordance with County Disaster Medical Plan.)

Take into consideration specific planning requirements identified in the hazard analysis (Part I in this Plan), in particular for hazardous materials and dam safety elements.

Conduct a windshield survey of assigned area, include but not limited to:

- Essential service buildings (government/utilities).
- Schools, Hospitals/clinics.
- Other critical facilities as defined in predetermined lists.

Consider the following when conducting a “Windshield Survey”

- Stay in your vehicle – This is an information-gathering task only!!
- At least two persons per vehicle – One to drive, one to take notes.
- Utilize predetermined lists of critical facilities.
- Gathering this information will determine the big picture, prioritization of response, and the incidents requiring greatest allocation of resources.
- The faster this is accomplished, the sooner resources can be allocated!!

Ensure that all items under the Americans with Disabilities Act are covered for evacuations/movement operations.

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Public Works (Maintenance) Department

In addition to the General Response SOP:

Primary EOC Responsibility: *PublicWorks/Logistics, Supply, Transportation, Facilities, Resource Status*

Supporting EOC Responsibility: *Situation Analysis, Demobilization, Time Keeping*

Increased Readiness Develop procedures for initiating:

- printing and stockpiling building inspection placards;
- damage assessment operations for critical facilities, including infrastructure;
- debris removal operations;
- repair and restoration activities for damaged facilities, utility systems, and infrastructure;
- flood fighting activities/actions and sand bagging operations;
- levee reinforcement operations (if applicable);
- hazardous waste clean up and disposal operations;
- clearing and shoring operations for landslide areas;
- arrangements to obtain resources for demolition and materials recycling; and
- request for public works mutual aid.

Initial Response

(Field) Operations

Conduct a windshield survey of assigned area, include but not limited to:

- Essential service buildings (government/utilities)
- Roadways
- Schools, Hospitals/clinics
- Other critical facilities as defined in predetermined lists.

Consider the following when conducting a “Windshield Survey”

- Stay in your vehicle – This is an information-gathering task only!!
- At least two persons per vehicle – One to drive, one to take notes.
- Utilize predetermined lists of critical facilities.
- Gathering this information will determine the big picture, prioritization of response, and the incidents requiring greatest allocation of resources.
- The faster this is accomplished, the sooner resources can be allocated!!

Develop and print a list of phone numbers and locations for various disaster services available to Assessment Teams for handout while making inspections.

Recovery Operations In coordination with the Recovery Operations Team, identify the process for conducting and analyzing potential hazard mitigation projects.

Fairfax Emergency Operations Plan

All Other Departments (Planning and Finance) as assigned to EOC positions

In addition to the General Response SOP:

Primary EOC Responsibility: *Planning and Finance respectively*

Supporting EOC Responsibility: *Planning to give support to Finance in Time Keeping*

Increased Readiness Review the PIO procedures for dealing with crisis communications.

Prepare and maintain current and up-to-date media contact lists; Prepare and maintain pre-scripted and generic media releases; Pre-arrange for appropriate space/equipment/telephones for extended PIO operation.

Be prepared to register incoming EOC personnel, and arrange childcare for EOC workers if necessary.

Coordinate with EMERGENCY OPERATIONS MANAGER in order to assure adequate status/media boards, maps and other display material are available.

Develop and maintain contact lists for information gathering function, i.e.: jurisdiction and special district phones, fax, EOC numbers.

Be prepared to advise the EOC Director and/or Council on legal requirements.

Develop the process and procedure for tracking employees' time and issuing paychecks during disaster operations.

Develop the process and procedure for town departments to track event-related costs for possible reimbursement.

Develop procedures for registering volunteers and additional hires.

Develop the process for submitting Workman's Compensation claims.

Ascertain status and functioning level of computer and telephone systems in the city government system; check status of computer/telephone systems in the EOC.

Develop lists of available transportation methods in the town, methods of contact and general locations.

Develop procedures to address consumer complaints and enforce the State Economic Stabilization Plan for price and rent stabilization and consumer rationing.

Fairfax Emergency Operations Plan

Develop and compile a list of businesses/merchants who have done business with the town in the past.

Review procedures to use local libraries as information resource and referral points for the public.

In coordination with the Emergency Operations Manager, notify local non-profit agencies of potential needs through the Marin Inter Agency Disaster Coalition in the Marin Office of Emergency Services. (see information in appendix).

Initial Response

(Field) Operations:

In coordination with Law and Fire, determine potential for evacuations, and notify appropriate parties (Red Cross, County Social Services, etc.).

Provide support for EOC telecommunications and information systems.

Ensure that all items under the Americans with Disabilities Act are covered for evacuations/movement operations.

When establishing shelter sites, be sensitive to special needs such as: cultural differences, ethnic groups, seniors, children, individuals with special needs and pet welfare.

Coordinate with County Public Health and County Environmental Health to determine public health hazards.

In coordination with the Emergency Operations Manager and or the EOC PIO, issue immediate statements relating to public health hazards.

Prepare legal documents and provide legal services as required, maintain legal documents, records and reports relative to the event.

Recovery Operations

Identify the process used by the Redevelopment Agency to rebuild damaged areas under redevelopment laws and regulations.

Identify the process for rezoning damaged areas of the Town.

In coordination with the Recovery Operations Team, identify the process for conducting and analyzing potential hazard mitigation projects.

Fairfax Emergency Operations Plan

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Fairfax Emergency Operations Plan

CONCEPT OF OPERATIONS

During a disaster/emergency, the Fairfax EOC will activate to support both the field response units and the EOC staff.

EOC SOP's –

Emergency Operations Center-- Standard Operation Procedures

Introduction

Within Fairfax, normal day-to-day operations are conducted by the various departments and agencies. The EOC is a location from which centralized emergency management can be performed during a major emergency or disaster. The level of EOC staffing will vary with the specific emergency situation, enabling the efficient use of available Town staff.

Primary and

Alternate Locations

The primary EOC is located in the Fire Warden's Room, Second Floor, Ross Valley Fire Station #21. The alternate EOC is located in the Town Administrator's Office at 142 Bolinas Road.

INSERT FLOOR DIAGRAMS OF Town EOC

(See next page)

EOC Activation

Policy/Authority

The Fairfax EOC is activated when field response agencies need support. Activation may involve partial or full staffing, depending on the support required.

The following Town personnel are authorized to request the activation of the EOC:

- The Mayor or Vice Mayor if Mayor unavailable
- The Town Manager or designee
- The Police Chief or designee
- The Fire Chief or designee

Fairfax Emergency Operations Plan

EOC Activation

Levels

Fairfax has established three levels of EOC activation. For each level, a suggested minimum staffing guide has been developed, as depicted below.

Event/Situation	Activation Level	Minimum Staffing Suggested
<ul style="list-style-type: none"> • Severe Weather Advisory • Small incidents involving two or more town departments • Flood Watch • Resource request from outside the town 	One	EOC Director Planning/Intelligence Section Chief Logistics Section Chief Representatives of corresponding town departments
<ul style="list-style-type: none"> • Moderate Earthquake • Major wildland fire affecting developed area • Major wind or rain storm • Two or more large incidents involving two or more town departments • Flood Warning • Resources are requested from outside the town 	Two	EOC Director All Section Chiefs Units as appropriate for the situation Agency representatives as appropriate
<ul style="list-style-type: none"> • Major emergency impacting the town • Multiple departments with heavy resource involvement • Major earthquake damage 	Three	All EOC positions

Fairfax Emergency Operations Plan

Action Plans

The use of Action Plans in the EOC provides a clear and measurable process for identifying objectives and priorities for a given event. Action planning is an important management tool that involves:

- A process for identifying priorities and objectives for emergency response or recovery efforts.
- Plans which document the priorities and objectives, and the tasks and personnel assignments associated with meeting the objectives.

The action planning process should involve the EOC Director and Section Chiefs (which includes the Chiefs of each Section), along with other EOC staff, as needed, such as special districts, and other agency representatives.

The Planning/Intelligence Section is responsible for facilitating the action planning meeting and completing and distributing the Action Plan. Action Plans are developed for a specified operational period, which may range from a few hours to 24 hours. The operational period is determined by first establishing a set of priority actions that need to be performed. A reasonable time frame is then established for accomplishing those actions.

The Action Plans need not be complex, but should be sufficiently detailed to guide EOC elements in implementing the priority actions. Sample Action Plan objectives are contained in the Appendix.

More information about Action Plans is contained under Incident Action Plans in Part II– Initial Response Operations of this Plan.

Information and Resource Management

An Initial Damage Estimate (IDE), other critical information and resource requests from the town are submitted to the Marin Operational Area. They are forwarded to the State through the Coastal Regional Office of Emergency Services. The Marin Operational Area electronically files information and requests using the Response Information Management System (RIMS).

Emergency Alert

System (EAS): The Marin Operational Area, through the County Sheriff's Communication Center and the Office of Emergency Services, is a participant in the Bay Area Local Area Emergency Alert System (EAS) plan. Emergency information regarding Fairfax may be submitted to either the Communications Center or the County OES/EOC.

Radio Amateur Civil Emergency Service

(RACES) The Marin County RACES operates on radio amateur frequencies by authority of the FCC in support of emergency communications. RACES can augment existing systems, substitute for damaged or inoperable systems, and establish communications links with otherwise inaccessible areas. Fairfax utilizes RACES resources in the town EOC.

Fairfax Emergency Operations Plan

Resources requests

Resource requests will be made through one of the following processes:

- **General requests for additional resources** will be made through the Logistics Section of the Operational Area EOC.
- **Discipline-specific mutual aid systems requests** for resources that are normally within the inventories of the mutual aid system will go from local coordinator to Operational Area Mutual Aid Coordinator to the Regional Mutual Aid Coordinator.

Resources that are *not available* within the Town of Fairfax:

- Assure that Fire/Law resources requests are routed through the Fire/Law Mutual Aid Coordinators in the Operational Area EOC.
- Requests for external resources should be coordinated internally at the Operational Area level before being forwarded to the regional level.
- Will be requested through the State's Coastal Region EOC, via RIMS in the Marin Operational Area EOC.
- The Resource Status (ReStat) Unit Coordinator in the Logistic Section is responsible for tracking mutual aid resource requests.

Coordination

OA Member

Jurisdictions

Direct communications and coordination can be established between Marin Operational Area member jurisdictions' activated EOCs both directly and through the Marin Operational Area EOC. Initially, communications will be established by any means available and with whoever is available, regardless of his functional EOC position. Ideally, communications and coordination with the Operational Area jurisdictions will occur along functional lines.

Special Districts

The emergency response role of special districts is generally focused on their normal services or functional area of responsibility. During disasters, some types of special districts will be more extensively involved in the emergency response by directly coordinating, communicating, and assisting local governments.

In Marin County, overlapping boundaries complicates relationships with special districts and the local governments. For the special districts that serve more than one local government and/or serve the County unincorporated areas, they will coordinate and communicate directly with the County EOC.

Representatives of Special Districts in the EOC will use the checklist for "Agency Representatives"

Private and Volunteer

Agencies

Private non-profit community based organizations (CBOs) may be important resources for emergency response and recovery services. Some of these agencies are critical in the welfare of their clients who have special needs. The Marin InterAgency Disaster Coalition (MIDC) provides countywide coordination and communication with non-governmental agencies in Marin County. MIDC has an Agency Representative in the Operational Area EOC.

Fairfax Emergency Operations Plan

In the event of a disaster that impacts communications and movement of resources, non-profit organizations within Fairfax may be of critical assistance. Some may need help with their special clients. An inventory of local CBOs indicating those with possible services and those that might need help is in the Appendix. This is maintained by the Emergency Operations Manager.

Damage Assessment And Situation Reporting

General

When a disaster occurs, it is necessary to collect and analyze information concerning the nature, severity, and extent of the situation, and to report the information through established channels. The information will be used to assess the extent of the disaster/event and determine the appropriate level of response.

Information needed to determine the operational problems and immediate needs of the community are critical. The specific information on dollar amounts of the damage and the economic consequences of the disaster are also important, but must not be collected until the operational problems and immediate needs are collected and analyzed.

An initial assessment, sometimes called a "windshield survey," will be conducted by specific departments to get a quick picture of the incident.

Initial damage assessments are done by conducting ground surveys, which will require the observation and reporting of damage, casualties, and status of affected areas. The ground survey should include the inspection of and reporting on facilities essential to public welfare and safety.

It is imperative that assessments be reported to the EOC as quickly as ground surveys are collected and analyzed. Detailed damage assessment information will be used to plan for both short and long-range recovery, which will be given highest priority as the Town emergency organization transitions from response to recovery operations.

Safety Assessments

Once activated, the Damage Assessment Unit of the Town EOC Operations Section, in conjunction with law and fire units, will:

- begin safety assessments of the damaged facilities and follow up, as necessary, with the field responders' initial damage assessment.
- coordinate safety inspections with the other Operation units (law, fire, medical, health), searching for life/property-threatening situations.
- manage and coordinate teams of qualified inspectors who are either local inspectors or inspectors obtained through the mutual aid system. These teams will include civil and structural engineers who will inspect both public and private property.

Fairfax Emergency Operations Plan

Initial Damage

Estimates (IDE) As significant damages become apparent, an Initial Damage Estimate (IDE) should be prepared and forwarded to the Marin Operational Area.

The IDE includes the location and description of the damages and provides a rough estimate of the associated dollar loss. The IDE will be used to justify an Operational Area Declaration of Emergency.

Detailed assessments of damage to public and private facilities, with more precise dollar loss estimates, will be formulated and forwarded later, as recovery operations begin.

The Planning/Intelligence Section will complete and transmit the various situation reports to the Marin Operational Area EOC. When no damage is observed, a report will be submitted indicating no observed damage.

Emergency Declarations

Declaration of a Local

Emergency

If conditions of extreme peril to persons and property exist, the Town Manager may issue a proclamation declaring that a local emergency exists. The Town Council must approve this declaration within 7 days of issuance and within 10 days of the disaster. They must review, at least every 14 days, the need for continuing the local emergency and make a proclamation of termination at the earliest possible date.

When a declaration has been made, either by the Town Manager or the Town Council, it is sent to the Marin Office of Emergency Services for submission to and consideration by the Marin County Board of Supervisors. If there is an Operational Area declaration, the Board of Supervisors may request that the Director of the Governor's Office of Emergency Services, concur and provide assistance under the state Natural Disaster Assistance Act. This Act provides financial assistance for the permanent restoration of public real property other than facilities used solely for recreational purposes when it is damaged or destroyed by a natural disaster.

Other Purposes

of a Local

Declaration

The Declaration of a Local Emergency gives legal immunities for emergency actions taken by Town employees to both the Town and the employees. It also enables the enactment of emergency laws and curfews.

A sample of each of the declaration forms is included in the Appendix.

Transition Into

Recovery Operations

As the threat to life, property, and the environment dissipates, the EOC Director will consider deactivating the EOC. The EOC Director will direct Section Chiefs to deactivate their sections, ensuring that each unit/section provides its logs and files to the Recovery Team. The Recovery Team will

Fairfax Emergency Operations Plan

organize these materials so they can be archived and/or utilized for the financial recovery process.

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

Recovery Operations are discussed in Part V of this plan.

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Fairfax Emergency Operations Plan

Overview

The five SEMS functions in the EOC are: Management, Operations, Planning/Intelligence, Logistics, and Finance/Administration. These functions are the basis for structuring the EOC Organization.

- **Management** is responsible for overall emergency policy and coordination through the joint efforts of governmental agencies and private organizations.
- **Operations** is responsible for coordinating support for local government's emergency response, coordinating inter-jurisdictional responses.
- **Planning/Intelligence** is responsible for collecting, evaluating, and disseminating information, developing the County incident action plan in coordination with other functions, and maintaining documentation.
- **Logistics** is responsible for providing facilities, services, personnel, equipment, and materials to support the emergency response.
- **Finance/Administration** is responsible for financial and other administrative activities.

The duties and responsibilities for these functions are depicted in the position checklists, which are provided for each SEMS function. The checklists are based on three phases: Activation, Operational, and Deactivation. A Generic Checklist, for the Activation and Deactivation phases is provided. **These checklists apply to every position in the EOC.** Some positions may have unique actions to take under these two phases, which will be noted on their specific checklists.

Fairfax Emergency Operations Plan

GENERIC CHECKLIST (to be used by all positions)

Activation Phase

- Check in with the Personnel Unit (in Logistics) upon arrival at the Town EOC.
- Report to EOC Director, Section Chief, Unit Coordinator, or other assigned Supervisor.
- Obtain situational and work briefing from assigned Supervisor.
- Set up your workstation and review your position responsibilities.
- Establish and maintain a position log, which chronologically describes your actions taken during your shift. Message Forms and Resource Request forms may be logged by their number.
- Determine your resource needs such as a computer, phone, plan copies, and other reference documents.

Demobilization Phase

- Deactivate your assigned position and close out logs when authorized by the EOC Director.
- Complete all required forms, reports, and other documentation. All forms should be submitted through your supervisor to the Planning/Intelligence Section, as appropriate, prior to your departure.
- Be prepared to provide input to the after-action report.
- If another person is relieving you, ensure they are thoroughly briefed before you leave your workstation.
- Clean up your work area before you leave.
- Leave a forwarding phone number where you can be reached.

EOC DIRECTOR

**** Read This Entire Position Checklist Before Taking Action ****

Responsibilities

1. Establish the appropriate staffing level for the Town EOC and continuously monitor organizational effectiveness, ensuring that appropriate modifications occur as required.
2. Exercise overall management responsibility for coordination within Town.
3. Ensure that Multi-Agency/Inter-Agency Coordination is accomplished effectively.

Activation Phase

- Determine appropriate level of activation based on situation as known.
- Mobilize appropriate personnel for the initial activation of the EOC.
- Respond immediately to EOC site and determine operational status.
- Obtain briefing from whatever sources are available.
- Ensure that the EOC is properly set up and ready for operations.
- Ensure that an EOC check-in procedure is established immediately.
- Ensure that an EOC organization and staffing chart is posted and completed.
- Determine which sections are needed, assign Section Chiefs to Operations, Logistics, Planning/Intelligence and Finance/Administration as appropriate and ensure that they are staffing their sections as required.
- Determine which Management Section positions are required and ensure they are filled as soon as possible.
 - EOC Coordinator
 - Public Information Officer
 - Safety/Security Officer
 - Legal Officer
- Establish communications with Town departments, response agencies, special districts, neighboring jurisdictions.
- Establish communications with the Operational Area.
- Assign EOC Coordinator to assure Multi-Agency/Inter-Agency coordination and communications.
- Schedule the initial Action Planning meeting.

Operational Phase

- Monitor EOC staff activities to ensure that all appropriate actions are being taken.
- In conjunction with the Public Information Officer, conduct news conferences and review media releases for final approval, following the established procedure for information releases and media briefings.
- Ensure that the EOC Coordinator is providing for and maintaining effective coordination.
- Based on current status reports, establish initial strategic objectives for the Town EOC.
- In coordination with Management Staff, prepare management function objectives for the initial Action Planning Meeting.
- Convene the initial Action Planning meeting.
 - Ensure that all Section Chiefs, Management Staff, and other key agency representatives are in attendance.
 - Ensure that appropriate Action Planning procedures are followed.
 - Ensure the meeting is facilitated appropriately by the Planning Intelligence Section.

Fairfax Emergency Operations Plan (EOC checklists)

- Once the Action Plan is completed by the Planning/Intelligence Section, review, approve and authorize its implementation.
- Conduct periodic briefings with the EOC staff to ensure strategic objectives are current and appropriate.
- Conduct regular briefings for the Mayor and Town Council or their representatives.
- Determine need for and issue *Emergency Proclamation* for Town. Inform Marin County Office of Emergency Services of such action.
- Ensure all required documentation and records to support actions taken are kept.
- Brief your relief at shift change, ensuring that ongoing activities are identified and follow-up requirements are known.

Demobilization Phase

- Authorize deactivation of sections, units, and units when they are no longer required.
- Notify the Marin OES/EOC and other appropriate organizations of the planned deactivation time.
- Ensure that any open actions not yet completed will be handled after deactivation.
- Ensure that all required forms or reports are completed prior to deactivation.
- Be prepared to provide input to the after-action report.
- Deactivate the EOC at the designated time, as appropriate.
- Proclaim termination of the emergency and proceed with recovery operations.
- Ensure activation and continuation of the Recovery Team.

EOC COORDINATOR

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities

1. Facilitate the overall functioning of the Town EOC.
2. Assist and serve as an advisor to the EOC Director and EOC Staff as needed, providing information and guidance related to the internal functions of the EOC and ensure compliance with Town emergency plans and procedures.
3. Establish and maintain contact with the Marin Operational Area, neighboring cities, special districts and utilities.
4. Oversee all liaison activities, including
 - coordinating outside agency representatives assigned to the Town EOC,
 - handling requests from other EOCs for Town agency representatives, and
 - establishing contacts with local businesses and employers.
5. Establish and maintain a central location for incoming agency representatives, providing workspace and support as needed. Ensure that guidelines, policy directives, situation reports, and a the EOC Action Plan is provided to Agency Representatives upon check-in.
6. Ensure that deactivation is accomplished when directed by the EOC Director.

Activation Phase

- Follow Generic Checklist, Activation phase.
- Assist the EOC Director in determining appropriate staffing for the Town EOC.
- Provide assistance and information regarding section staffing to all EOC staff.

Operational Phase

- Assist the EOC Director and the EOC Staff in developing overall strategic objectives as well as section objectives for the Incident Action Plan.
- Advise the EOC Director on procedures for enacting emergency proclamations, emergency ordinances and resolutions, and other legal requirements.
- Assist the Planning/Intelligence Section in the development, continuous updating, and execution of the Incident Action Plan.
- Provide overall procedural guidance to EOC Staff as required.
- Provide general advice and guidance to the EOC Director as required.
- Ensure that all notifications are made to the Marin Operational Area OES/EOC.
- Assist the EOC Director in preparing for and conducting briefings with Mayor and City Council, the media, and the general public.
- Coordinate all EOC visits.
- Coordinate activities with Marin Operational Area, neighboring jurisdictions, special districts, and private employers.
- Provide agency representatives from Town EOC to other EOCs, as required and requested.
- Contact Agency Representatives already on-site, ensuring that they:
 - Have signed into the EOC,
 - Understand their assigned functions,
 - Know their work locations,
 - Understand Town EOC organization and floor plan.
- Determine if additional agency representation is required.

Fairfax Emergency Operations Plan (EOC checklists)

- Request that Agency Representatives maintain communications with their agencies and obtain situation status reports regularly.
- Maintain a roster of agency representatives located at the Town EOC.
- Establish connections with Town businesses and employers, to determine their status and potential needs.
- In conjunction with the EOC Director, establish and maintain a Multi-Agency/ Inter-Agency Coordination Group comprised of outside agency representatives and executives not assigned to specific sections within the EOC. Assist the EOC Director in conducting regular briefings for this group.
- Provide assistance with shift change activity, as required.

Demobilization Phase

- Follow Generic Checklist, Demobilization phase.
- Release agency representatives that are no longer required in the EOC.

PUBLIC INFORMATION OFFICER

**** Read This Entire Position Checklist Before Taking Action ****

Responsibilities

1. Serve as the coordination point for all media releases for the Town. Represent the Town as the lead Public Information Officer.
2. Ensure that the public within the Town receives complete, accurate, and consistent information about life safety procedures, public health advisories, relief and assistance programs and other vital information.
3. Coordinate media releases with Public Information Officers representing the Town and other affected jurisdictions within Marin County.
4. Ensure that information is provided about businesses, services and resources that are operational and available.

Activation Phase

- Follow Generic Checklist, Activation phase.
- Determine staffing requirements and make required personnel assignments for the Public Information Office as necessary.

Operational Phase

- Obtain policy guidance from the EOC Director with regard to media releases.
- In coordination with other EOC sections and as approved by the EOC Director, issue timely and consistent advisories and instructions for life safety, health, and assistance for the public.
- Keep the EOC Director advised of all unusual requests for information and of all major critical or unfavorable media comments. Recommend procedures to improve media relations.
- Coordinate with the Situation Analysis Unit (Planning/Intelligence) and identify method for obtaining and verifying significant information as it is developed.
- Ensure that a rumor control function is established to correct false or erroneous information.
- Establish a Media Information Center, as required, providing necessary space, materials, telephones, and electrical power. Maintain up-to-date status boards at the media information center. Provide adequate staff to answer questions from members of the media.
- Implement and maintain an overall information release program.
- Interact with other EOC sections, units, and units to provide and obtain information relative to public information operations.
- Work with Operational Area PIO to develop content for state EAS releases.
- Ensure that adequate staff is available at incident sites to coordinate and conduct tours.
- Provide sufficient staffing and telephones to handle incoming media and public calls.
- Ensure that announcements, emergency information, and materials are translated and prepared for special populations (non-English speaking, hearing impaired, etc.).
- Monitor broadcast media, to develop follow-up news releases and rumor control.
- Ensure that file copies are maintained of all information received and released.
- Prepare final news releases and advise media representatives of points-of-contact for follow-up stories. Provide copies of all releases to the EOC Director.
- Conduct shift change briefings in detail, ensuring that in-progress activities are identified and follow-up requirements are known.

Demobilization Phase

- Follow Generic Checklist, Demobilization phase.

SAFETY/SECURITY OFFICER

**** Read This Entire Position Checklist Before Taking Action ****

Responsibilities

1. Ensure that all buildings and other facilities used in support of the Town EOC are in safe operating condition.
2. Monitor operational procedures and activities in the EOC to ensure they are being conducted in a safe manner considering the existing situation and conditions.
3. Stop or modify all unsafe operations outside the scope of the EOC Action Plan, notifying the EOC Director of actions taken.
4. Provide 24-hour security for the Town EOC.
5. Control personnel access to the Town EOC in accordance with policies established by the EOC Director.
6. Ensure that procedures are taken to manage stress and to remove staff that appear to be overstressed.

Activation Phase

- Follow Generic Checklist, Activation phase.

Operational Phase

- Tour the entire EOC facility and evaluate conditions; advise the EOC Director of any conditions and actions which might result in liability - e.g., oversights, improper response actions, etc.
- Study the EOC facility and document the locations of all fire extinguishers, emergency pull stations, and evacuation routes and exits.
- Be familiar with particularly hazardous conditions in the facility; take action when necessary.
- Prepare and present safety briefings for the EOC Director and EOC Staff at appropriate meetings.
- If the event, which caused activation, was an earthquake, provide guidance regarding actions to be taken in preparation for aftershocks.
- Ensure that the EOC facility is free from any environmental threats - e.g., radiation and other toxic exposure, air quality, water potability, etc.
- Keep the EOC Director advised of unsafe conditions; take action when necessary.
- Coordinate with the Finance/Administration Section in preparing any personnel injury claims or records necessary for proper case evaluation and closure.
- Determine the current EOC security requirements and arrange for staffing as needed.
- Determine needs for special access to EOC facilities.
- Request that a mental health worker is available with each shift change for debriefing and/or as needed for individual evaluation.
- Provide executive and VIP security as appropriate and required.
- Provide recommendations as appropriate to EOC Director.
- Prepare and present security briefings for the EOC Director and EOC Staff at appropriate meetings.

Demobilization Phase

- Follow Generic Checklist, Demobilization phase.

OPERATIONS SECTION CHIEF

**** Read This Entire Position Checklist Before Taking Action ****

Responsibilities

1. Ensure that the Operations Section Functions are carried out
2. Ensure that operational objectives and assignments identified in the Incident Action Plan are carried out effectively.
3. Establish the appropriate level of unit organizations within the Operations Section.
4. Ensure that the Planning/Intelligence Section is provided with Status Reports from all Operation Units.
5. Conduct periodic Operations briefings for the EOC Director, as required or requested.
6. Overall supervision of the Operations Section.

Activation Phase

- Follow the Generic Checklist, Activation phase.
- Ensure that the Operations Section is set up properly and that appropriate personnel, equipment, and supplies are in place, including maps and status boards.
- Obtain a preliminary situation briefing.
- Obtain a current communications status briefing.
- Based on the situation, activate appropriate Units within the section. Designate Unit Coordinators as necessary.
- Determine the need for Mutual Aid.
- Coordinate with the EOC Coordinator regarding the need for Agency Representatives in the Operations Section.
- Establish radio or cell-phone communications with Incident Commander(s) operating in the field.
- Establish a link with the Operations Section at the Operational Area EOC.
- Based on the situation known or forecasted, determine likely future needs of the Operations Section.
- Identify key issues currently affecting the Operations Section; meet with Section personnel to determine appropriate section objectives for the first operational period.
- Review responsibilities of units in section; develop an Operations Plan detailing strategies for carrying out Operations objectives.
- Adopt a proactive attitude. Think ahead and anticipate situations and problems before they occur.

Operational Phase

- Ensure that all section personnel are maintaining their individual position logs.
- Ensure that situation and resources information is provided to the Planning/Intelligence Section on a regular basis or as the situation requires, including Major Incident Reports and Damage Assessment and Status Reports from Agency Representatives.
- Ensure that all media contacts are referred to the Public Information Officer.
- Conduct periodic briefings and work to reach consensus among staff on objectives for forth-coming operational periods.
- Attend and participate in EOC Director's action planning meetings.
- Provide the Planning/Intelligence Section Chief with the Operations Section's objectives prior to each action planning meeting.
- Work closely with each Unit Coordinator to ensure that the Operations Section objectives, are addressed.

Fairfax Emergency Operations Plan (EOC checklists)

- Ensure that the units coordinate all resource needs through the appropriate Mutual Aid Coordinators or the Logistics Section.
- Ensure that intelligence information from Unit Coordinators is made available to the Planning/Intelligence Section in a timely manner.
- Ensure that fiscal and administrative requirements are coordinated through the Finance/Administration Section (notification of emergency expenditures and daily time sheets).
- Brief the EOC Director on all major incidents.
- Brief Unit Coordinators periodically on any updated information you may have received.
- Share status information with other sections as appropriate.

Demobilization Phase

- Follow the Generic Checklist, Demobilization phase.

LAW ENFORCEMENT UNIT COORDINATOR

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities

1. Alert and notify the public of the impending or existing emergency in the town and contract areas.
2. Coordinate movement and evacuation operations during a disaster in the town and contract areas.
3. Coordinate law enforcement and traffic control operations during the disaster.
4. Coordinate site security at incidents.
5. Acquire mutual aid resources, as necessary, through the Operational Area.
6. Assist Marin County Coroner's Office as necessary.
7. Supervise the Law Enforcement Unit.

Activation Phase

- Follow the Generic Checklist, Activation phase.
- Based on the situation, activate the necessary Units within the Law Enforcement Unit:
- Provide an initial situation report to the Operations Section Chief.
- Based on the initial EOC strategic objectives, prepare objectives for the Law Enforcement Unit and provide them to the Operations Section Chief prior to the first Action Planning Meeting.

Operational Phase

- Ensure that Unit position logs and other appropriate files are maintained.
- Maintain current status on Law Enforcement missions being conducted in your jurisdiction.
- Provide the Operations Section Chief and the Planning/Intelligence Section Chief with an overall summary of Law Enforcement Unit operations periodically or as requested.
- Assess the impact on the Town Police Department operational capability.
- Establish contact with the Law Unit at the Marin Operational Area EOC.
- Provide support and assistance to the Marin County Coroner.
- Evaluate and process all mutual aid requests through the Operational Area law mutual aid coordinator, and the Logistics Section.
- Begin notification and recall of key personnel and general employees.
- Refer all contacts with the media to the Public Information Officer.
- Inform field units of location of and provide security for shelters, first aid facilities, field treatment sites, fatality collection points, and other pertinent facilities.
- Initiate animal control activities as necessary through the Marin Humane Society.
- Ensure that all fiscal and administrative requirements are coordinated through the Finance/Administration Section (notification of any emergency expenditures and daily time sheets).
- Prepare objectives for the Law Enforcement Unit for the subsequent operations period; provide them to the Operations Section Chief prior to the end of the shift and the next Action Planning meeting.
- Provide your relief with a briefing of all ongoing activities, unit objectives for the next operational period, and any other pertinent information.

Demobilization Phase

- Follow the Generic Checklist, Demobilization phase.

FIRE & RESCUE UNIT COORDINATOR

**** Read This Entire Position Checklist Before Taking Action ****

Responsibilities

1. Coordinate fire/rescue operations in the Town.
2. Acquire mutual aid resources, as necessary, through the Operational Area.
3. Coordinate the mobilization and transportation of all resources through the Logistics Section.
4. Implement the objectives of the Incident Action Plan assigned to the Fire & Rescue Unit.
5. Supervise the Fire & Rescue Unit.

Activation Phase

- Follow the Generic Checklist, Activation phase.
- Based on the situation, activate the necessary Units within the Fire & Rescue Unit:
- Prepare and submit a preliminary unit status report and major incident reports as appropriate to the Operations Section Chief.
- Prepare objectives for the Fire & Rescue Unit; provide them to the Operations Section Chief prior to the first action planning meeting.

Operational Phase

- Ensure that Unit position logs and other files are maintained.
- Maintain current status of Fire & Rescue missions being conducted in your area of responsibility.
- Establish contact with the Fire Section at the Operational Area EOC.
- Assess the impact on the Ross Valley Fire Department's operational capability.
- Provide the Operations Section Chief and the Planning/Intelligence Section Chief with an overall summary of Fire & Rescue Unit operations periodically or as requested .
- Refer all contacts with the media to the Public Information Officer.
- Evaluate and process all fire mutual aid requests through the Operational Area mutual aid coordinator and the Logistics Section.
- Begin notification and recall of key personnel and general employees.
- Establish priorities for fire/rescue, search and rescue, medical support, hazardous materials incidents.
- Receive, process and prioritize non-fire resource requests.
- Coordinate with the Law Unit and the Care & Shelter Unit to determine the status of evacuations and shelter locations.
- Ensure that all fiscal and administrative requirements are coordinated through the Finance/Administration Section (notification of any emergency expenditures and daily time sheets).
- Prepare objectives for the Fire & Rescue Unit for the subsequent operations period; provide them to the Operations Section Chief prior to the end of the shift and the next action planning meeting.
- Provide your relief with a briefing at shift change; inform him/her of all on going activities, and unit objectives for the next operational period, and any other pertinent information.

Demobilization Phase

- Follow the Generic Checklist, Demobilization phase.

MEDICAL AND HEALTH UNIT COORDINATOR

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities

1. Determine the medical and health impact of the event on the Town population and medical and health infrastructure, and ensure information is provided to the Operations Section Chief, and other appropriate coordinating agencies.
2. Evaluate and prioritize requests from and determine level of support to neighborhood groups.
3. Coordinate the mobilization and transportation of all resources through the Logistics Section.
4. Implement the appropriate Action Plan objectives for the Medical and Health Unit.

Activation Phase

- Follow the Generic Checklist, Activation phase.
- Determine level of staff required for current operations as well as relief shifts.
- Prepare the initial medical and health situation report.
- Establish contact with the Operational Area EOC Medical and Health Unit.
- Prepare objectives for the Medical and Health Unit and provide them to the Operations Section Chief prior to the first Action Planning Meeting.

Operational Phase

- Ensure that Medical and Health Unit and unit position logs and other necessary files are maintained.
- Respond to requests for medical and health resources in coordination with the Operational Area EOC Medical and Health Unit.
- In coordination with the Fire Unit Coordinator, monitor use of any locally created caches of medical equipment.
- Monitor environmental, public health and mental health response operations.
- Ensure adequate environmental controls are initiated and maintained as required.
- Ensure that Operational Area public health and medical information updates are provided to the Public Information Officer and that all media inquiries are referred to the PIO as required.
- Ensure that Unit objectives are identified and reviewed as required to facilitate the action planning process.

Demobilization Phase

- Follow the Generic Checklist, Demobilization phase.
- Ensure that public health information guidelines are issued to the PIO for periodic media releases during the recovery phase.

PUBLIC WORKS UNIT COORDINATOR

**** Read This Entire Position Checklist Before Taking Action ****

Responsibilities

1. Survey all public and private facilities, evaluate their safety, assessing the damage to such facilities and coordinating the repairs of damage to public facilities.
2. Assist other sections, units as needed.
3. Supervise the Public Works Unit.

Activation Phase

- Follow the Generic Checklist, Activation phase.
- Based on the situation, activate the necessary units within the Public Works Unit:
- Assist with the coordination of mutual aid resources as necessary.
- Provide an initial situation report to the Operations Section Chief.
- Based on the initial EOC strategic objectives, prepare objectives for the Public Works Unit and provide them to the Operations Section Chief prior to the first action planning meeting.

Operational Phase

- Ensure that unit position logs and other necessary files are maintained.
- Maintain current status on all public works activities being conducted in your area of responsibility.
- As soon as possible, complete the Initial Damage Estimate (IDE) Report and submit it to the Marin Operational Area OES/EOC. (See form in Appendix)
- Request mutual aid as required. Ensure that requests for engineers specify type needed.
- Determine and document the status of transportation routes into and within the affected areas.
- Coordinate debris removal services as required.
- Inspect and make Safety Evaluations of all public and private structures in the impacted area.
- Provide the Operations Section Chief and the Planning/Intelligence Section Chief with an overall summary of the Public Works Unit operations periodically during the operational period or as requested.
- Establish priorities for restoration of town essential services facilities (i.e. power, gas, telephone, water, sanitary, etc.)
- Refer all contacts with the media to the Public Information Officer.
- Ensure that all fiscal and administrative requirements are coordinated through the Finance/Administration Section (notification of any emergency expenditures and daily time sheets).
- Prepare objectives for the Public Works Unit for the subsequent operations period, and provide them to the Operations Section Chief prior to the end of the shift and the next Action Planning meeting.
- Provide your relief with a briefing at shift change, informing him/her of all ongoing activities, unit objectives, and any other pertinent information.

Demobilization Phase

- Follow the Generic Checklist, Demobilization phase.

CARE & SHELTER UNIT COORDINATOR

**** Read This Entire Position Checklist Before Taking Action ****

Responsibilities

1. Coordinate with volunteer agencies to ensure food, potable water, clothing, shelter and other basic necessities are provided for the citizens of the Town affected by a disaster/event.
2. Provide for a central registration and inquiry service to reunite families or respond to inquiries from relatives or friends.
3. Be sensitive to special needs, cultural differences, etc.
4. Supervise the Care & Shelter Unit.

Activation Phase

- Follow the Generic Checklist, Activation phase.

Operational Phase

- Establish and maintain your position log and other necessary files.
- Provide the Operations Section Chief and the Planning/Intelligence Section Chief with an overall summary of Care & Shelter Unit Operations periodically during the operations period or as requested. Summaries should include number of displaced persons; location, space, census and type of each shelter; number of unsheltered persons needing foodstuffs, meals, water, clothing and/or other basic necessities; and number and type of unmet personal needs.
- Coordinate with the EOC Coordinator to request necessary Agency Representatives.
- Coordinate with the Operational Area EOC Care & Shelter Unit.
- Coordinate with the Marin InterAgency Disaster Coalition to establish communications with other volunteer agencies to provide other necessities.
- Initiate animal welfare protocols through the Marin Humane Society.
- Coordinate with and oversee the American Red Cross in designating, opening, staffing and managing congregate care shelters to the extent possible. Ensure that each activated shelter meets the requirements as described under the Americans with Disabilities Act.
- In coordination with the American Red Cross and The Salvation Army, activate an inquiry registry service to reunite families and respond to inquiries from relatives or friends.
- Work with the Medical/Health Unit to provide appropriate care and shelter for special populations.
- Prepare objectives for the Care & Shelter Unit for the subsequent operations period; provide them to the Operations Section Chief prior to the end of the shift and the next Action Planning Meeting.
- Refer all contacts with the media to the Public Information Officer.

Demobilization Phase

- Follow the Generic Checklist, Demobilization phase.

AGENCY REPRESENTATIVES

**** Read This Entire Position Checklist Before Taking Action ****

Responsibilities

1. Agency Representatives should be able to speak on behalf of their agencies, within established policy limits, acting as a liaison between their agencies and the Town.
2. Agency Representatives may facilitate requests to or from their agencies, but normally do not directly act on or process resource requests.
3. Agency Representatives are responsible for obtaining situation status information and response activities from their agencies for the Town EOC.

Activation Phase

- Follow Generic Checklist, Activation phase.
- Check in with the EOC Coordinator and clarify any issues regarding your authority and assignment, including the functions of others in the Town EOC organization.
- Establish communications with your home agency; notify the Logistics Section Communications Unit and the EOC Coordinator of any communications problems.
- Unpack any materials you may have brought with you and set up your assigned station, request through the EOC Coordinator and/or Logistics to obtain necessary materials and equipment.
- Obtain an EOC organization chart, floor plan, and telephone list from the EOC Coordinator.
- Contact the Operational Area EOC sections or units that are appropriate to your responsibility; advise them of your presence and assigned work location in the EOC.

Operational Phase

- Facilitate requests to or from your Agency for support or information that your agency can provide.
- Keep current on the general status of resources and activity associated with your agency.
- Provide appropriate situation information to the Planning/Intelligence Section.
- Represent your agency at planning meetings, as appropriate, providing update briefings about your agency's activities and priorities.
- Keep your agency executives informed and ensure that you can provide agency policy guidance and clarification for the Town EOC Director as required.
- On a regular basis, inform your agency of the Town EOC priorities and actions that may be of interest.
- Refer all contacts with the media to the Public Information Officer.
- Maintain logs and files associated with your position.

Demobilization Phase

- Follow Generic Checklist, Demobilization phase.
- When deactivation is approved by the EOC Director, contact your agency and advise them of expected time of deactivation and points of contact for the completion of ongoing actions or new requirements.
- Ensure that you complete all final reports, close out your activity log, and transfer any ongoing missions and/or actions to the EOC Coordinator or other appropriate individual.
- Ensure copies of all documentation generated during the operation are submitted to the Planning/Intelligence Section.

PLANNING/INTELLIGENCE SECTION CHIEF

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities

1. Ensure that the responsibilities of the Planning/Intelligence Section are carried out, to include:
 - collecting, analyzing, and displaying situation information;
 - preparing periodic Situation Status Reports;
 - preparing and distributing the Incident Action Plan and facilitating the action planning meeting;
 - conducting Advance Planning activities and report;
 - providing technical support services to the various EOC sections and units;
 - documenting and maintaining files on all EOC activities;
 - conducting Recovery planning activities.
2. Establish the appropriate level of organization for the Planning/Intelligence Section, and exercise overall responsibility for the coordination of unit activities within the section.
3. Keep the EOC Director informed of significant issues affecting the Planning/Intelligence Section.
4. Supervise the Planning/Intelligence Section.

Activation Phase

- Follow the Generic Checklist, Activation phase.
- Ensure that the Planning/Intelligence Section is set up properly and that appropriate personnel, equipment, and supplies are in place, including computers, maps and status boards.
- Based on the situation, activate units within the section as needed and designate Unit Coordinators for each element.
- Meet with Operations Section Chief; and obtain and review any major incident reports.
- Make a list of key issues to be addressed by Planning/Intelligence; in consultation with section staff, identify objectives to be accomplished during the initial Operational Period.
- Keep the EOC Director informed of significant events.
- Adopt a proactive attitude, thinking ahead and anticipating situations and problems before they occur.

Operational Phase

- Ensure that Planning/Intelligence position logs and other necessary files are maintained.
- Ensure that the Situation Analysis Unit is maintaining current information for the Situation Status Report.
- Ensure that major incidents reports and unit status reports are completed by the Operations Section and are accessible to Planning.
- Ensure that a Situation Status Report is produced and distributed to all EOC Sections and the Operational Area at least once, prior to the end of the operational period.

Fairfax Emergency Operations Plan (EOC checklists)

- Ensure that all status boards and other displays are kept current and that posted information is neat and legible.
- Ensure that the Public Information Officer has immediate and unlimited access to all status reports and displays.
- Conduct periodic briefings with section staff and work to reach consensus among staff on section objectives for forthcoming operational periods.
- Facilitate the EOC Director's action planning meetings approximately two hours before the end of each operational period.
- Ensure that objectives for each section are completed, collected, and posted in preparation for the next action planning meeting.
- Ensure that the Incident Action Plan is completed and distributed prior to the start of the next operational period.
- Ensure that the Advance Planning Unit develops and distributes a report which highlights forecasted events or conditions likely to occur beyond the forthcoming operational period; particularly those situations which may influence the overall strategic objectives of the jurisdiction.
- Ensure that the Documentation/Display Unit maintains files on all activities related to the event, and provides reproduction services for the EOC, as required.
- Provide technical services, such as energy advisors and other technical specialists to all EOC sections as required.
- Ensure that fiscal and administrative requirements are coordinated through the Finance/Administration Section.
- Ensure that the Recovery Planning unit collects all necessary information to pass onto the Recovery Team once the EOC is deactivated.

Demobilization Phase

- Follow the Generic Checklist, Demobilization phase.

SITUATION ANALYSIS UNIT COORDINATOR

**** Read This Entire Position Checklist Before Taking Action ****

Responsibilities

1. Oversee the collection, organization, and analysis of situation information.
2. Ensure that information collected from all sources is validated prior to posting on status boards.
3. Ensure that Situation Status Reports are developed for dissemination to EOC staff and the Operational Area EOC.
4. Ensure that an Incident Action Plan is developed for each operational period, based on objectives developed by each EOC Section.
5. Ensure that all maps, status boards, and other displays contain current and accurate information.
6. Supervise Situation Analysis Unit.

Activation Phase

- Follow the Generic Checklist, Activation phase.
- Ensure there are adequate staff available to collect and analyze incoming information, maintain the Situation Status Report, and facilitate the action planning process.
- Prepare Situation Analysis Unit objectives for the initial Action Planning meeting.

Operational Phase

- Ensure position logs and other necessary files are maintained.
- Oversee the collection and analysis of all event or disaster related information from all EOC Sections, schools, and Marin Operational Area EOC.
- Oversee the preparation and distribution of the Situation Status Report. (See Situation Report Form in Appendix).
- Coordinate with the Documentation Unit for manual distribution and reproduction as required.
- Ensure that each EOC Section provides the Situation Analysis Unit with Unit Status Reports on a regular basis.
- Maintain information on weather conditions, current and forecasted. Keep up-to-date weather information posted.
- Prepare a situation summary for the EOC Action Planning meeting.
- Ensure that each section provides their objectives at least 30 minutes prior to each Action Planning meeting.
- Convene and facilitate the Action Planning meeting following the meeting process guidelines.
- Following the meeting, ensure that the Documentation Unit publishes and distributes the Action Plan prior to the beginning of the next operational period.
- Ensure that Operations Section and Logistics Section provide information on needs and resources available from Agency Representatives.
- Ensure that adequate staff is assigned to maintain all maps, status boards, and other displays.

Demobilization Phase

- Follow the Generic Checklist, Demobilization phase.

DOCUMENTATION/DISPLAY UNIT COORDINATOR

**** Read This Entire Position Checklist Before Taking Action ****

Responsibilities

1. Collect, organize and file all completed event or disaster related forms, to include: all EOC Position Logs, Situation Status Reports, Incident Action Plans, Damage Assessments and any other related information, just prior to the end of each operational period.
2. Maintain a current situation display on status boards.
3. Provide documentation reproduction services to EOC staff.
4. Distribute the Situation Status Reports, Incident Action Plan, and other documents, as required.
5. Maintain a permanent electronic archive of all Situation Status Reports and Action Plans associated with the event or disaster.
6. Assist the EOC Coordinator in the preparation and distribution of the After Action Report.
7. Supervise the Documentation Unit.

Activation Phase

- Follow the Generic Checklist, Activation phase.

Operational Phase

- Maintain a position log.
- Meet with the Planning/Intelligence Section Chief to determine what EOC materials should be maintained as official records.
- Meet with the Recovery Planning Unit Coordinator to determine what EOC materials and documents are necessary to provide accurate records and documentation for recovery purposes.
- Check the accuracy and completeness of records submitted for file.
- Initiate and maintain a roster of all activated EOC positions to ensure that position logs are accounted for and submitted to the Documentation Unit at the end of each shift.
- Display situational and operational information in the EOC using display boards, maps and other visual aids.
- Reproduce and distribute the Situation Status Reports and Action Plans either manually or electronically. Ensure distribution is made to the Operational Area EOC.
- Keep extra copies of reports and plans available for special distribution, as required.
- Set up and maintain document reproduction services for the EOC.

Demobilization Phase

- Follow the Generic Checklist, Demobilization phase.

ADVANCE PLANNING UNIT COORDINATOR

**** Read This Entire Position Checklist Before Taking Action ****

Responsibilities

1. Development of an Advance Plan consisting of potential response and recovery related issues likely to occur beyond the next operational period, generally within 36 to 72 hours.
2. Review all available Situation Status Reports, Action Plans, and other significant documents.
3. Determine potential future impacts of the event or disaster; particularly issues which might modify the overall strategic EOC objectives.
4. Provide periodic briefings for the EOC Director and General Staff addressing Advance Planning issues.
5. Supervise the Advance Planning Unit.

Activation Phase

- Follow the Generic Checklist, Activation phase.

Operational Phase

- Maintain a position log.
- Monitor the current Situation Status Report to include recent updates.
- Meet individually with the General Staff and determine best estimates of the future direction of the event or disaster.
- Develop an Advance Plan identifying future policy related issues, social and economic impacts, significant response or recovery resource needs, and any other key issues likely to affect EOC operations within a 36 to 72 hour time frame.
- Submit the Advance Plan to the Planning/Intelligence Chief for review and approval prior to conducting briefings for the General Staff and EOC Director.
- Review action planning objectives submitted by each section for the forthcoming operational period. In conjunction with the General Staff, recommend a transition strategy to the EOC Director when EOC activity shifts predominantly to Recovery Operations.

Demobilization Phase

- Follow the Generic Checklist, Demobilization phase.

DEMOBILIZATION UNIT COORDINATOR

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities

1. Develop a Demobilization Plan for the EOC based on a review of the pertinent planning documents and status reports.
2. Supervise personnel assigned to the Demobilization Unit.

Activation Phase

- Follow the Generic Checklist, Activation phase.

Operational Phase

- Monitor the current situation report to include recent updates.
- Meet individually with the general staff and administer the section/unit worksheet for the demobilization plan.
- Meet with the EOC Director and administer the EOC Director's worksheet for the demobilization plan.
- Utilizing the worksheets, develop the Demobilization Plan and circulate to the EOC Director and General Staff for review.
- Formalize the Demobilization Plan for the EOC Director.
- Demobilization planning must occur at least once during the operational period for as long as EOC Sections are formally staffed.
- Advise all Section Chiefs to ensure that demobilized staff complete all reports, timesheets, and exit surveys in coordination with the Personnel Unit prior to leaving the EOC.

Demobilization Phase

- Follow the Generic Checklist, Demobilization phase.

RECOVERY PLANNING UNIT COORDINATOR

**** Read This Entire Position Checklist Before Taking Action ****

Responsibilities

1. Collect and maintain documentation of all disaster information for reimbursement from (FEMA) and/or the Governor's Office of Emergency Services, and transfer of documentation to the Recovery Team when the EOC is deactivated.
2. Provide periodic briefings for the EOC Director and General Staff addressing Recovery Planning issues.
3. Supervise the Recovery Unit and all recovery operations until EOC is deactivated.

Activation Phase

- Follow the Generic Checklist, Activation phase.

Operational Phase

- Maintain a position log.
- Monitor the current Situation Status Report including recent updates.
- Work with Documentation/Display Unit to collect reports for Recovery Team.
- Work with Finance/Administration to ensure the following steps:
 - In conjunction with the Auditor/Finance office, compute costs for use of equipment and facilities owned, rented, donated, or obtained through mutual aid.
 - Obtain information from the Resources Status Unit regarding equipment use times.
 - Ensure that the Auditor/Finance office establishes a disaster accounting system, to include an exclusive cost code for disaster response.
 - Ensure that each section is documenting cost recovery information from the onset of the event or disaster; collect required cost recovery documentation daily, at the end of each shift.
 - Meet with Documentation Unit Coordinator, review EOC position logs, journals, all Reports, Action Plans to determine additional cost recovery items that may have been overlooked.
 - Act as the liaison with the Marin County OES, state/federal disaster assistance agencies, to coordinate the cost recovery process.
 - Prepare all required county, state and federal documentation as necessary to recover all allowable disaster response and recovery costs.
 - Review action planning objectives submitted by each section for the coming operational period. In conjunction with the general staff, recommend a transition strategy to the EOC Director when activity shifts predominantly to Recovery.

Demobilization Phase

- Follow the Generic Checklist, Demobilization phase.
- Prepare and maintain a cost report for the Finance Chief, EOC Director. The report should provide cumulative analyses, summaries, and total expenditures for the Town (for information purposes).
- Organize and prepare records for final audit.
- Assist the EOC Coordinator and Planning/Intelligence Section with preparation of the After-Action Report.
- Arrange for transfer of information to the Recovery Team.