



Cooperation – Coordination – Communication – Collaboration



DRAFT Emergency Management Plan

October 2010

Purpose/Scope

The Marin Interagency Disaster Coalition (MIDC) Emergency Management Plan identifies the methods for MIDC and its partner organizations to effectively collaborate and communicate with one another during disaster response and recovery operations affecting Marin County. This plan also addresses coordination with other governmental and non-governmental agencies when required for effective disaster response and recovery operations. This plan includes pertinent background information, a summary of the roles of MIDC through the various phases of a disaster, plan activation methods, communication and coordination strategies, and detailed meeting procedures.

Overview of MIDC

MIDC is the vehicle in Marin County for coordinating private sector, nonprofit and community-based organizations and government agencies serving human and animal needs during and following a disaster. The MIDC covers the entire geographical area of the county and plays a key role in coordinating response and recovery efforts. MIDC is a coalition of organizations that encourages, supports and facilitates the delivery of disaster services by its partner organizations. While MIDC does not deliver direct response and recovery services itself, its partner organizations do.

Mission and Principles

The mission of the MIDC is to foster effective service delivery to those affected by disasters in Marin County through the collaboration of community agencies throughout the disaster cycle—preparedness, response, recovery and mitigation. The MIDC accomplishes its mission by adhering to the following principles:

- **Cooperation:** Culture of cooperation among MIDC partner agencies/organizations at all levels and in all phases of disaster preparedness and response.
- **Coordination:** Coordination of the development of MIDC strategies and procedures and the implementation of services among MIDC partner agencies/organizations. MIDC serves as advocate and liaison between its partners and the Marin Operational Area Emergency Operations Center (EOC) during a disaster.
- **Communications:** Exchange and dissemination of information among MIDC partner agencies/ organizations including public and government agencies as appropriate.
- **Collaboration:** Dedication to work together to achieve specific goals and to undertake specific projects during disaster response and recovery operations. MIDC forms partnerships during all phases of disaster.

MIDC Goals

MIDC's primary goals include:

- Ensuring communication and coordination among disaster response/recovery organizations before and after a disaster.
- Eliminating duplication of efforts among responding agencies and maximizing service delivery.
- Recruiting agencies that can commit to collaborating in providing disaster services and resources.
- Increasing cross-agency disaster response and recovery planning.

- Enhancing communication and coordination among voluntary (faith-based and non-profits), private, and government emergency management organizations.
- Participating with public and private agencies in promoting individual and organizational disaster preparedness and providing a forum for information exchange and trainings.
- Addressing the unmet needs of our community's most vulnerable individuals and groups during disaster recovery.
- Assisting with the formation of a long-term recovery organization¹ following a disaster in Marin County.

Voluntary Organizations Active in Disaster (VOAD)

MIDC is the official VOAD for Marin County and is a member of Northern California VOAD, a State Chapter of National VOAD. National VOAD was formed in 1970 and is the forum where organizations share knowledge and resources throughout the disaster cycle—preparation, response and recovery—to help disaster survivors and their communities. In addition to being part of a national standard, following a disaster, MIDC can request resources or other support from Northern California VOAD.

For more information on MIDC and how it is structured, please refer to MIDC's Bylaws and website at www.midcpartners.org.

Use of SEMS/NIMS/ICS

This plan is consistent with the functions and principles of the California Standardized Emergency Management System (SEMS), the National Incident Management System (NIMS), and the Incident Command System (ICS). It identifies how MIDC's emergency management structure fits into the overall Marin Operational Area, California and National risk-based, all-hazard, emergency response and recovery operations system. The MIDC encourages its partner agencies to use NIMS and SEMS to manage their emergency operations.

Overview of SEMS/NIMS/ICS

The Standardized Emergency Management System (SEMS) is used to manage multiagency and multijurisdictional responses to emergencies in California. SEMS is required by the California Emergency Services Act (ESA) for State governmental agencies, and local government entities must use SEMS in order to be eligible for any reimbursement of response-related costs under the state's disaster assistance programs. With the Incident Command System (ICS) at its foundation, SEMS emphasizes a standard organizational structure and terminology at all emergency management levels. The system was designed to enhance coordination among response organizations and facilitate the flow of emergency information and resources within and between the organizational levels.

In addition to the SEMS, the state and its political subdivisions are responsible for compliance with the requirements of the National Incident Management System (NIMS) as defined in the Homeland Security Presidential Directives. NIMS is a set of principles that provides a systematic, proactive approach guiding government agencies at all levels, nongovernmental organizations, and the private sector to work seamlessly to prevent, protect against, respond

¹ Long Term Recovery Organization (LTRO) administers, manages and prioritizes recovery assistance to those with unmet needs following a disaster. The LTRO assesses individual needs through casework, raises and disburses funds, and links individuals and families with resources. While MIDC can assist in setting up a LTRO and its member organizations may participate in it, MIDC's function is separate from the LTRO. See Appendix 1 for details on MIDC's role in the recovery phase following a disaster.

to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life or property and harm to the environment.

MIDC and the Disaster Cycle

MIDC is active in all phases of the disaster cycle. See *Appendix # 1* for details of MIDC's actions in each phase of the disaster cycle.

Alert and Warning—this is the pre-emergency period when communities are told by an appropriate government agency to expect an imminent disaster event.

Response—the period immediately following a disaster when the priority of government and the community is life-safety and preservation of property.

Relief—the period starting very soon after the event when the priority for human services agencies is on the provision of temporary life-sustaining functions, including mass care/shelters, temporary feeding programs, family reunification, and short term mental health services.

Recovery—the period following the emergency event when the focus is on restoring the community and all residents to a state of mental, physical and social well-being.

Mitigation and Planning—the period when most community recovery work has been completed. The emphasis is on strengthening the community's resistance to future emergencies.

Plan Activation

How will MIDC's communication and coordination role be initiated following a disaster? This plan can be activated by any one of several ways:

- In any emergency where the MIDC Chair or, if the chair is not available, any elected MIDC officer determines that a significant level of activity by multiple MIDC partner agencies will be required to meet the human needs resulting from the emergency.
- Upon request from Marin County's Sheriff's Office of Emergency Services, with the concurrence of the MIDC Chair, or if the chair is not available, any other MIDC elected officer.
- Upon request from an MIDC Partner or EC member (other than the Chair), with the approval of the Executive Committee (see emergency meeting procedures for details).

Communication and Coordination Strategies

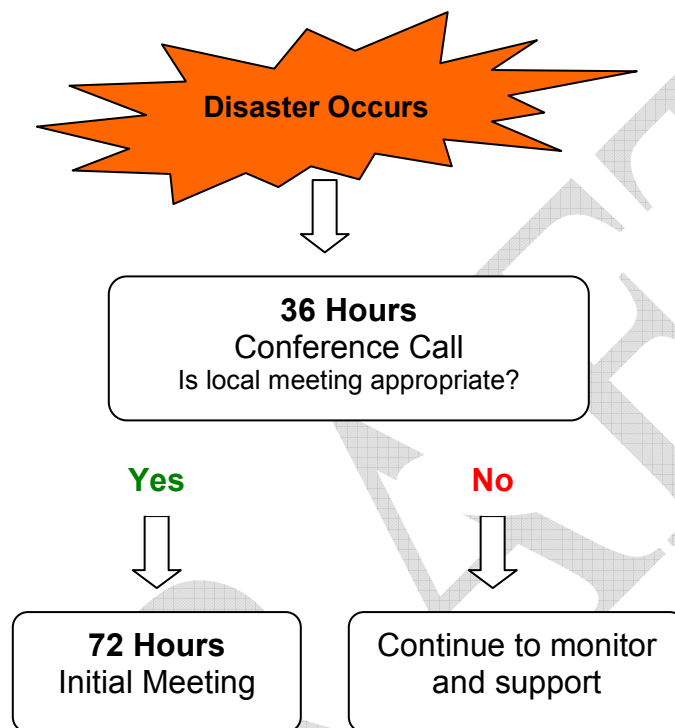
Communication and coordination will occur to a great extent in the context of partner meetings, whether convened in person, via conference call, or electronically. Communication and coordination will be conducted in an inclusive and open manner while maintaining focus and efficiency. Coordination meetings should follow the sequence outlined in the Meeting Procedures section.

Operational Area Emergency Operations Center (OA EOC): MIDC will communicate and coordinate with the OA EOC through MIDC's seat in the EOC. In the event of a need to disseminate information to the public or to respond to media inquiries regarding MIDC, such efforts will be coordinated with the OA EOC's Public Information Officer (PIO). This information may be incorporated into the Operational Area's press release.

Northern CA VOAD (NorCal VOAD): MIDC will notify NorCal VOAD of any MIDC activation. In very large-scale disasters, MIDC will collaborate with NorCal VOAD in convening and facilitating meetings and conference calls.

Emergency Meeting Procedures

The following emergency meeting procedures are for following a disaster. For details on MIDC's role during the alert phase (when a disaster is imminent), please see Appendix 1.



Conference Call

- A conference call² is held within 36 hours to assess the situation.
- The purpose of this call is to decide whether to hold the Initial meeting and to designate an MIDC liaison to the Operational Area EOC.
- Participants should include:
 - MIDC Chair or Vice-chair
 - Executive Committee members
 - Anyone else deemed by the Chair important to include
- Call topics:
 - Identification of affected communities
 - Known impact on communities
 - Status of response
 - Identification and prioritization of most pressing needs
 - Sharing of knowledge and resources that may immediately aid those in the field to improve their response
 - Decision on MIDC representative to OA EOC if EOC is activated

² If phones are down, see *Appendix #2 and 3*

- Decision—Would an initial coordination meeting be helpful?
 - If **yes**, go to next section for Initial Meeting plan
 - If **no**, continue to support as necessary responding agencies and organizations; communication and coordination will occur directly among affected agencies and MIDC will forward requests for services to those agencies.

Initial Meeting

- Initial meeting is held within 72 hours if feasible.
- Participants should include:
 - MIDC leaders and partner organizations (particularly those organizations that are providing people, materials or money to help the larger community)
 - Other local organizations responding to the disaster (identify those involved in response/relief work and collect contact information so invitations may be extended-utilize Appendixes 5 and 6.)
 - Marin Operational Area
 - Affected cities
- For large-scale events, participants should also include:
 - Northern California Voluntary Organizations Active in Disaster (NorCal VOAD)
 - CaliforniaVolunteers
 - California Emergency Management Agency (Cal EMA) State Voluntary Agency Liaison (VAL)
 - FEMA VAL
- Planning considerations for initial meeting
 - Identify host location and establish meeting date and time
 - Consider ease of location, adequacy of space, access to tables, chairs, teleconferencing capacity, a/v equipment, fax machines, copy machines, restrooms and refreshment service
 - For a list of pre-designated meeting locations when communications are down, see the section on “Meeting when phone service is down”
 - Prepare an agenda and distribute in advance if possible
 - Staff a registration desk and ask all participants to sign in and provide updated emergency contact information
 - Arrange for teleconferencing, if possible, for those who cannot attend in person
- Meeting facilitation:
 - Chaired by MIDC
 - In the event of a large-scale disaster, chaired by MIDC and coordinated with NorCal VOAD and American Red Cross
 - Facilitation can be shared, or delegated to one person by mutual agreement
- Meeting topics:
 - Introductions
 - Meeting purpose
 - Situation reports and updates
 - Report on federal declaration process, if relevant
 - Brief organization reports³
 - Services they are providing

³ For large-scale disasters, encourage local organization chapters or affiliates responding to the disaster to contact their regional/state/national offices to inquire about availability of resources and assistance from those sources.

- Resource shortfalls/unmet needs (post so that all can see)
 - Excess resources/capabilities, as yet untapped
- Identification of immediate community needs
 - Review posted list of unmet needs
 - Identify those that are immediate
 - Develop strategy for addressing immediate needs
- Setting date/time of next meeting

Subsequent Meetings

- May be in person or via conference call
- If conference calls used extensively, consider occasional face-to-face meetings
- Use similar agenda to Initial Meeting
- Agendas for later meetings may focus on specific topics as disaster needs and resources evolve
- Encourage offline interagency connections to match needs and resources, problem-solve, etc.

Data Collection

Status of Partner Organizations

In the initial aftermath of an emergency, it will be very helpful to MIDC and local government to have an accurate picture of how the MIDC partner organizations have been affected – which ones are operational (fully or partially) and which are not. Information on the services provided by partner organizations can also be compiled into a disaster-specific summary report that can help inform MIDC partners.

Services Provided by Partner Organizations

In order to form a coherent picture of services rendered locally by MIDC partner organizations, a report form has been drafted (*see Appendix 3*). The form is designed to capture data from responding organizations on the following:

- services provided (meals, sheltering and other)
- approximate number of clients served
- information on resource shortfalls and overages
- unmet needs observed in the community

The form, a fillable pdf, can be completed by each organization and submitted to the MIDC Liaison at the Marin Operational Area Emergency Operations Center (EOC). It can then be compiled into a summary report. The data can also be collected during a conference call or face-to-face meeting as organizations report. It is envisioned that data collection would be daily in the earlier stages of a disaster, eventually tapering down to weekly. MIDC will send a summary report to the OA EOC and NorCal VOAD daily or weekly, depending on the frequency of collection.

Meeting When Phone Service Is Down

Meeting Place For Initial Agency Meeting

If all phone service is down, MIDC Partners should meet on day 3 after the disaster at 9am at San Rafael Corporate Center at 750 Lindero Avenue in San Rafael. A backup facility could be Autodesk at 111 McInnis Parkway in San Rafael. (*Note: Facilities are still being confirmed.*)

If the facility is not safe, partners can meet in an open and safe area nearby (such as the parking lot or nearby open, grassy area). If this is the case, a note should be posted, if possible, so others can find the meeting. If infrastructure and communications are significantly impacted due to a catastrophic disaster, the meeting could be delayed by a day or two depending on the situation.

Other Means to Coordinate Information

Those who cannot attend the initial agency meeting in person can call into a conference line using a satellite phone. Partners who cannot attend and do not have alternate communications capabilities can try to get in touch with their local Emergency Operations Center (EOC) and provide an agency status form to be transmitted to the MIDC Liaison at the County EOC. (See *Appendix 3 for the form.*) An MIDC Summary Report will be created and shared with local EOCs upon completion.

In addition, there are many tools and technology options that can be used to communicate such as amateur radio, packet radio, MERA, Family Radio Service (FRS), satellite phones, text messaging, GETS cards, MEANS System, etc. These options are detailed under *Appendix 2*.

Tools and Technology To Facilitate Communication

Given the potential impact of disasters on communications capabilities, MIDC is prepared to utilize a variety of tools for establishing and maintaining communication with its partners/partner agencies during an emergency. *Appendix 2* identifies potential technology options for the following situations:

- When phone service and internet are available,
- When phone service is limited (available, but delays in dial tone), and
- When no phone service is available

Public Messaging

MIDC Partners are responsible for leading communication efforts for their agency. If needed, a designated MIDC agency representative can obtain partner agency messaging points to incorporate into information sent to the Marin Operational Area EOC's Public Information Officer (PIO) or Joint Information Center (JIC). Messages should be clear, brief, factual and timely. Requests for non-financial donations should include a contact name and phone number to ensure proper service and supply delivery.

Understanding organizational needs and service delivery before a disaster enables smooth communication during a disaster. Agencies are encouraged to coordinate important messages on shared topics as part of their preparation activities.

Maintenance and Preparedness

MIDC uses exercises, workshops, consultations and resource materials to provide disaster training opportunities as needs arise and interest warrants. MIDC encourages their participating agencies to promote all readiness and preparedness through participation in these activities. MIDC is committed to providing agencies with exercise and training opportunities. This response plan shall be reviewed and tested annually by the MIDC Executive Committee.

The MIDC Secretary maintains an MIDC Partner Directory and MIDC Resource Directory, which are internal documents. The Partner Directory identifies the lead agencies, contact names, addresses, email addresses, phone numbers (including emergency numbers) and fax numbers. The Resource Directory also includes resources MIDC Partners have to help the larger community in Marin. These directories shall be reviewed and updated by the Executive Committee annually.

Training exercises and workshops focused on disaster preparedness and response shall be offered to MIDC partner organizations at least once a year. Information on NIMS/SEMS/ICS trainings will also be distributed to MIDC Partners on a regular basis as well.

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Appendixes to MIDC Emergency Management Plan

Appendix 1: MIDC Roles in the Disaster Cycle

Appendix 2: Tools and Technology To Facilitate Communication

Appendix 3: MIDC Status Report Form

Appendix 4: MIDC Executive Committee Roster

Appendix 5: MIDC Partner Directory

Appendix 6: MIDC Resource Directory Summary

Appendix 7: MIDC Partner Guide

Appendix 8: MIDC Call Tree

Appendix 1 -- MIDC Roles in the Disaster Cycle

Alert and Warning	Response/Relief	Recovery	Mitigation and Planning
<ul style="list-style-type: none"> • Upon receipt, forward alert to MIDC partners • Participate in conference calls convened by County OES • Share information from conference calls with partners, as appropriate • Help identify organizations with key relief roles, if needed 	<ul style="list-style-type: none"> • Convene partner meetings as needed • Assess immediate and ongoing needs of those affected by the disaster • Identify and involve organizations engaged in providing services • Gather and share information regarding disaster services rendered by partner organizations • Facilitate communication and coordination among partner organizations • Provide a Liaison as needed to Marin County Operational Area EOC • Serve as hub for partner agency status reports and requests for service • Keep partners informed of disaster situation and actions taken • Seek resources to support partners, as requested 	<ul style="list-style-type: none"> • Identify organizations that will be active in the recovery phase • Determine need for a long-term recovery organization (LTRO) and assist in its establishment • Support the LTRO with additional resources as needed • Communicate and coordinate with Operational Area • Keep partners informed of disaster situation and actions taken • Gather and share information regarding recovery services rendered by partner organizations • Seek resources to support partners, as requested 	<ul style="list-style-type: none"> • Conduct regular Executive Committee and general partner meetings • Conduct trainings, educational presentations and exercises • Provide opportunities for networking and information-sharing among partner organizations • Provide opportunities to build mutual understanding of each partner's disaster role • Encourage partner organization preparedness • Convene task forces and committees to address special issues or topics • Communicate and coordinate closely with local government

Appendix 2 -- Tools and Technology To Facilitate Communication

The *MIDC Partner Directory and MIDC Resource Directory* contains partner services and contact information that are maintained by the MIDC Secretary. If the Secretary is not available, check with another MIDC Officer for the latest copy.

Phone Service and / or Internet Are Available:

- *Teleconferencing*: A conference line with an 800 number will be used for conference calls and for people to call in to face-to-face meetings if they cannot attend in person. Either the FEMA or American Red Cross line may be used. (Check with these agencies to schedule the conference line. The one currently used for FEMA is 800-320-4330 pin 219219#.) Cal EMA and California Volunteers may also be able to help with teleconferencing.
- *Email Notification*: Notification of the conference call, the initial meeting or subsequent meetings can occur via email, when available. The MIDC Secretary maintains the Executive Committee email list, as well as the MIDC Partner Directory.
- *Notification by Telephone*: In the event Executive Committee members and Partners need to be contacted by phone, the MIDC Chair or designee will initiate the call-down or “phone tree” process. The Chair or designee will do the following:
 - Contact the other members of the Executive Committee and others who should participate in the call or meeting (see lists under Conference Call and Initial Meeting above).
 - Task each Executive Committee member with additional calls, as needed, to the general MIDC Partner list to disseminate relevant information and notify them of the call/meeting (see Appendix 9 for MIDC Call Tree).
- *MEANS (Marin Emergency Automated Notification System)*: The system allows the MIDC Chair or designee to simultaneously notify designated recipients (MIDC Executive Committee and Partners) on landlines/cell phones about conference calls, meetings, other activities or actions, while also allowing recipients to make responses (such as whether they can attend and estimated time of arrival). The Executive Committee members have instructions on how to activate MEANS through the County Communications Center. This system is maintained by the Marin County Sheriff’s Office of Emergency Services.
- *Website postings*: Status updates, MIDC resources, directories and other pertinent information may be posted on the MIDC and other Partner websites.
- *Bay Area CAN (Coordinated Assistance Network)*: MIDC Partner agencies can access the CAN system to identify and share Marin area resources. (United Way’s 2-1-1 database is integrated into the CAN System.) MIDC Partners who are CAN members can access client activity across agencies to determine current and future needs, document assistance rendered, and to refer clients to other agencies with additional resources. (CAN member agencies utilize appropriate client releases.) Consolidated reports can also be made to determine which services are most used and which needs are not being addressed.
- *Homeland Security Information Network (HSIN)*: HSIN is a national and secure web-based portal for information sharing and collaboration. It provides secure, real-time collaboration tools including a virtual meeting space, instant messaging and document sharing. To utilize this system, a request needs to be made to the FEMA Voluntary Agency Liaison (VAL).

- *Telephone Emergency Notification System (TENS)*: Can be used to notify the public of needed warnings, updates, etc. It is a high-speed communications system that delivers emergency information or warnings to designated geographic areas using a combination of telephone, computer, and Geographic Information System (GIS) technologies. The Marin County Sheriff's Office of Emergency Services maintains this system. Any requests for messages to be sent via this system should be sent to the Marin County Operational Area Emergency Operations Center (EOC).

Phone Service is Limited Or Not Available:

- *Meeting Place for Initial Agency Meeting*: If all communications are down, MIDC Partners should meet on day 3 after the disaster at 9am at San Rafael Corporate Center at 750 Lindero Avenue in San Rafael (*facility is being confirmed*). If the facility is not safe, partners can meet in an open and safe area nearby (such as the parking lot). Those who cannot attend can call into a conference line using a satellite phone. Partners who cannot attend and do not have any communications capabilities can try to get in touch with their local EOC and provide an agency status form to be transmitted to the MIDC Liaison at the County EOC. (*See Appendix 3 for the form.*) An MIDC Summary Report will also be shared with local EOCs upon completion.
- *MEANS System*: See above for details. The MEANS system is backed up in another State, so this can also be a tool for when phone service is limited. Calling into the Bay Area from another State may be easier than calling locally.
- *GETS Cards*: MIDC Executive Committee members can get priority access to phone lines as needed, during emergencies. These cards need to be secured and distributed to Executive Committee members in advance.
- *Text Messaging*: In the event of a disaster requiring immediate notification, the MIDC Chair or designee may choose to notify Executive Committee members and other MIDC Partners via Text messages, especially if normal phone lines are unavailable and cell phone traffic is heavy.
- *Satellite Phones*: Satellite phones often work when other phones are down. Note an appropriate antenna is needed if operating a satellite phone indoors. Otherwise, the phone may need to be used outside.
- *Radio Communication*:
 - *Amateur Radio*: This resource is often available when other communications are down, and MIDC Partners are encouraged to pre-identify amateur radio resources they could use. (Amateur radio operators must be licensed in advance.) Amateur radio operators' assistance may also be requested through the Operational Area EOC. These operators bring their own equipment when responding.
 - *Packet Radio*: If MIDC Partners need to send a long message or list of items, packet radio is a resource that can be used. See under amateur radio above for how to request this assistance during a disaster.
 - *MERA (Marin Emergency Radio Authority)*: Emergency responders, various jurisdictional EOCs, the Operational Area EOC, and other key agencies utilize MERA radios. A few members of the MIDC Executive Committee also have access to MERA radios. While MERA can be used between these agencies and EOC's, etc., there are concerns with system overload following a large disaster.
 - *Family Radio Service (FRS)*: This is an improved walkie-talkie radio system that can be used to relay messages over short distances.

Appendix 3 -- Status Report Form



Marin Interagency Disaster Coalition

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Post-Disaster Agency Status Report

This form is intended to help your agency report on services provided, seek help in meeting additional needs and be part of the network responding to a disaster in our community. You can press "Tab" to jump from field to field on this fillable PDF form. When complete, save the file to your computer and email it to marincountyecoc@co.marin.ca.us or print and fax the form to (415) 473-5604.

Date	<input type="text"/>	Agency Name	<input type="text"/>
Agency Street Address	<input type="text"/>		
City	<input type="text"/>	State	<input type="text"/>
		Zip	<input type="text"/>
Phone (land line)	<input type="text"/>	Phone (cell)	<input type="text"/>
Contact Name	<input type="text"/>	Email	<input type="text"/>
Has agency relocated?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
Relocation contact info	<input type="text"/>		
Agency Status:	<input type="checkbox"/> Full Operation <input type="checkbox"/> Partial Operation <input type="checkbox"/> Non-Operational		
Services your agency is providing:			
<input type="checkbox"/> Meals/Food	<input type="checkbox"/> Mental Health Contacts	<input type="checkbox"/> Transportation	<input type="checkbox"/> Shelter
<input type="checkbox"/> Other (please describe):	<input type="checkbox"/> Vehicles	<input type="checkbox"/> Translators	<input type="text"/>
Approximate number served (if available):	<input type="text"/>		
Shortfall of resources or other operating problems:	<input type="text"/>		
Unmet needs/problems you have observed in the community:	<input type="text"/>		
Resources your agency can share:			
<input type="checkbox"/> Meals/Food	<input type="checkbox"/> Mental Health Contacts	<input type="checkbox"/> Transportation	<input type="checkbox"/> Shelter
<input type="checkbox"/> Other (please describe):	<input type="checkbox"/> Vehicles	<input type="checkbox"/> Translators	<input type="text"/>
Approximate number of clients served, if available	<input type="text"/>		
Approximate number of active volunteers, if available	<input type="text"/>		

Appendix 4 -- MIDC Executive Committee Members

Last updated October 5, 2010

Chair: Steven Hancock, San Rafael Office of Emergency Services

Vice-Chair: Tessa Shvedoff, American Red Cross Bay Area Chapter, Marin

Secretary: TBD

Linda Davis, Center for Volunteer and Nonprofit Leadership of Marin (CVNL)

Pat Lewis, Marin County Commission on Aging

Ursula Hanks, Marin County Office of Emergency Services (OES)

Phil Lastreto, Marin Food Bank

Cindy Machado, Marin Humane Society

Alison Hendley, Marin Interfaith Council

Emily Jones, The Salvation Army

Ex Officio Member/Advisor to Executive Committee

Margaret Melsh, Presbyterian representative and consultant

For more information on MIDC and how it is structured, please refer to MIDC's Bylaws and website at www.midcpartners.org.

Appendix 5 -- MIDC Partner Directory

This is currently being updated by MIDC contractor.

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Appendix 6 -- MIDC Resource Directory Summary

This is currently in development by the MIDC contractor. This is a matrix that allows one to tell at a glance which agencies provide which services in Marin.

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Appendix 7 -- MIDC Partner Guide

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Appendix 8 -- MIDC Call Tree

Under development.

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