

San Francisco Bay Area Regional Emergency Coordination Plan



RECP Care and Shelter Subsidiary Plan

Prepared by

Governor's Office of Emergency Services
Cities of Oakland, San Francisco, and San Jose
Counties of Alameda, Contra Costa, Marin, Napa, San Mateo
Santa Clara, Santa Cruz, Solano, and Sonoma

With Support from



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Foreword

The San Francisco Bay Area is highly vulnerable to both natural hazards and human-caused disasters, such as earthquakes, fires, industrial accidents, and terrorist incidents. Because the Bay Area is home to nearly seven million residents, major components of the U.S. economy, and vital air, sea, and ground transportation links, the effects of a significant disaster in the Bay Area would extend throughout the State of California and across the nation. Given this vulnerability, the State of California and local governments throughout the Bay Area have made significant investments in the planning and resources necessary to respond to natural and human-caused emergencies and disasters. Such events, however, will likely exceed the emergency response capabilities of individual jurisdictions in the Bay Area, and a multijurisdictional regional response will be necessary. Moreover, the nationwide effort to improve preparedness at all levels of government, as embodied in the National Preparedness Goal, emphasizes the importance of regional response. Consequently, the State of California Governor's Office of Emergency Services and its local government partners developed the Bay Area Regional Emergency Coordination Plan to provide a framework for collaboration and coordination during regional events.

The Regional Emergency Coordination Plan (RECP) has been prepared in accordance with national and state emergency management systems and plans—in particular, the National Incident Management System, the Standardized Emergency Management System, the Master Mutual Aid Agreement, the California State Emergency Plan, and relevant mutual aid plans. The Regional Emergency Coordination Plan does not supersede or exclude any of these concepts or plans; rather, it places them in the context of a response to an event in the Bay Area, during which time the Regional Emergency Operations Center is activated.

The Regional Emergency Coordination Plan builds on California's existing Standardized Emergency Management System, through better definition of regional components of that system, including coordination across disciplines and levels of government, resource sharing, and regional decision-making. It also incorporates elements that previously have not been addressed in detail at the regional level under the Standardized Emergency Management System. A suite of documents, the Regional Emergency Coordination Plan comprises a Base Plan and the following nine subsidiary plans that address detailed elements for specific disciplines and operational activities:

- RECP Care and Shelter Subsidiary Plan
- RECP Communications Subsidiary Plan
- RECP Fire and Rescue Subsidiary Plan





- RECP Hazardous Materials Subsidiary Plan
- RECP Law Enforcement and Coroner/Medical Examiner Subsidiary Plan
- RECP Logistics Subsidiary Plan
- RECP Medical and Health Subsidiary Plan
- RECP Recovery Subsidiary Plan
- RECP Transportation Subsidiary Plan.

Development of the Regional Emergency Coordination Plan was a collaborative effort among the Governor's Office of Emergency Services, Coastal Region; the cities of Oakland, San Francisco, and San Jose; and the Operational Area lead agencies for the ten Bay Area counties, as described in Section 1. Over two hundred other local, regional, state, Federal, and non-governmental organizations also participated in the process to develop the plan and its subsidiary components.

Preparation of the Regional Emergency Coordination Plan was supported by a grant from the U.S. Department of Homeland Security Urban Area Security Initiative. This program provides metropolitan areas with funding for regional planning, equipment, training, and exercises to prepare for critical incident response.

The Governor's Office of Emergency Services (OES), Coastal Region will maintain the Regional Emergency Coordination Plan and is responsible for all future revisions and modifications. Additional plans and tools that are developed at the regional level, including products using future U.S. Department of Homeland Security grants, will be incorporated into the Regional Emergency Coordination Plan, as appropriate.

A note about a special design element in the suite of documents that comprise the Bay Area Regional Emergency Coordination Plan: the Base Plan and subsidiary plans each has a corresponding icon, which in the electronic version of each document serves as a hyperlink. Clicking on an icon along the right- and left-hand columns on each page will bring the reader directly to that plan.

Acknowledgments

The RECP Mass Care and Shelter Subsidiary Plan is a product of the collaborative efforts of the following entities:

- Alameda County Animal Control
- American Red Cross, Bay Area Chapter
- American Red Cross, State of California
- California Department of Public Health
- California Department of Social Services
- City of Oakland Department of Health and Human Services
- City of Oakland Office of Emergency Services
- City of Oakland Parks and Recreation Department
- Contra Costa County Employment and Human Services
- Governor's Office of Emergency Services, Coastal Region
- Marin County Department of Health and Human Services
- San Francisco Department of Emergency Management
- San Francisco Department of Human Services, Division of Housing and Homeless Program
- San Jose Department of Recreation, Parks and Neighborhood Services
- San Mateo County Health Department, Family Health Services Division
- San Mateo County Sheriff's Office of Emergency Services
- Santa Clara County American Red Cross Chapter
- Santa Clara County Animal Control
- Santa Clara County Department of Health and Human Services
- Santa Clara County Housing Authority
- Santa Clara County Intergovernmental Services
- Santa Clara County Office of Education
- Santa Clara County Social Services Agency
- Santa Cruz County Animal Control
- Santa Cruz County Animal Services Authority
- Santa Cruz County Housing Authority
- Santa Cruz County Office of Education





- Solano County Animal Control
- Solano County Housing Authority
- Sonoma County American Red Cross Chapter
- Sonoma County General Services Department
- Sonoma County Human Services Department
- Voluntary Organizations Active in Disaster.

URS Corporation prepared the RECP Care and Shelter Subsidiary Plan with consultant support from CirclePoint and Mr. Terry Gitlin.

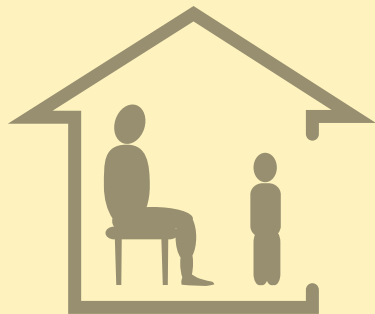
Record of Changes

Date	Agency	Comments
March 2008	OES Coastal Region	Final





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Section 1 | RECP Care and Shelter Subsidiary Plan Introduction



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Section 1 – Introduction

The Regional Emergency Coordination Plan (RECP) provides an all-hazards framework for collaboration among responsible entities and coordination during emergencies in the San Francisco Bay Area. The RECP Care and Shelter Subsidiary Plan provides a framework for coordination among the OES Regional Emergency Operations Center (REOC), Mutual Aid Coordinators, the sixteen Operational Areas (counties) within OES Coastal Region,¹ and the State Operations Center (SOC). The RECP Care and Shelter Subsidiary Plan provides an overview of the roles and responsibilities of each of the agencies responsible for mass care and shelter operations and how activities are managed through various response systems.

The RECP does not replace existing emergency response systems. Rather, it builds on the Standardized Emergency Management System (SEMS) and the California State Emergency Plan to provide methods for cooperation among Operational Areas and OES Coastal Region. The RECP complies with the requirements of the National Incident Management System (NIMS), and is consistent with the National Preparedness Goal.

OBJECTIVES

The RECP Care and Shelter Subsidiary Plan describes the coordination of regional efforts for the provision of emergency temporary shelter, mass feeding, and other basic human needs to residents and visitors in the Bay Area who require such assistance following a regional emergency or disaster. More specifically, the RECP Care and Shelter Subsidiary Plan:

- Describes how the REOC Care and Shelter Branch coordinates mass care resource requests from Operational Area Emergency Operations Centers (EOCs)
- Identifies the circumstances in which regional mass care and shelter decision-making is required, and define the roles, responsibilities, and authority for regional decision-making
- Reinforces the use of the Response Information Management System (RIMS) as the mechanism by which the REOC Care and Shelter Branch coordinates resource requests
- Identifies care and shelter service providers to include non-governmental organizations and local, county, state, and Federal agencies
- Develops the procedures by which care and shelter service providers coordinate response efforts regionally through the REOC.



¹ OES Coastal Region is an administrative region under OES that incorporates, and is responsible for, sixteen counties in and around the San Francisco Bay Area.



SCOPE AND APPLICABILITY

General Applicability

The RECP Care and Shelter Subsidiary Plan was developed based on the concepts and methods of existing local, regional, and state emergency plans, and the Incident Command System. The RECP does not supersede or exclude any existing plans; rather, it places relevant plans in the context of a response to an incident within the region, during which time the REOC is activated. More specifically, it does not address, or supersede, local procedures for:

- Tactical operations and incident command
- Local response activities
- Established mutual aid relationships and procedures at the local level.

Furthermore, this plan is not tactical; rather, it focuses on regional support and coordination for mass care and shelter operations.

In addition, the RECP Care and Shelter Subsidiary Plan does not supersede American Red Cross response and relief activities. American Red Cross operations conform to its Board of Governor's Disaster Services Policy Statement, and are conducted in accordance with the organization's disaster services regulations and procedures.

Geographic Extent

The RECP was developed for OES Coastal Region, which encompasses the following sixteen counties as illustrated on Figure 1. Ten of these counties (marked with *) supported the development of the RECP through collaboration with OES Coastal Region and the three Bay Area Urban Area Security Initiative cities (Oakland, San Francisco, and San Jose).

- | | |
|-----------------|------------------|
| • Alameda* | • Napa* |
| • Contra Costa* | • San Benito |
| • Del Norte | • San Francisco* |
| • Humboldt | • San Mateo* |
| • Lake | • Santa Clara* |
| • Marin* | • Santa Cruz* |
| • Mendocino | • Solano* |
| • Monterey | • Sonoma* |

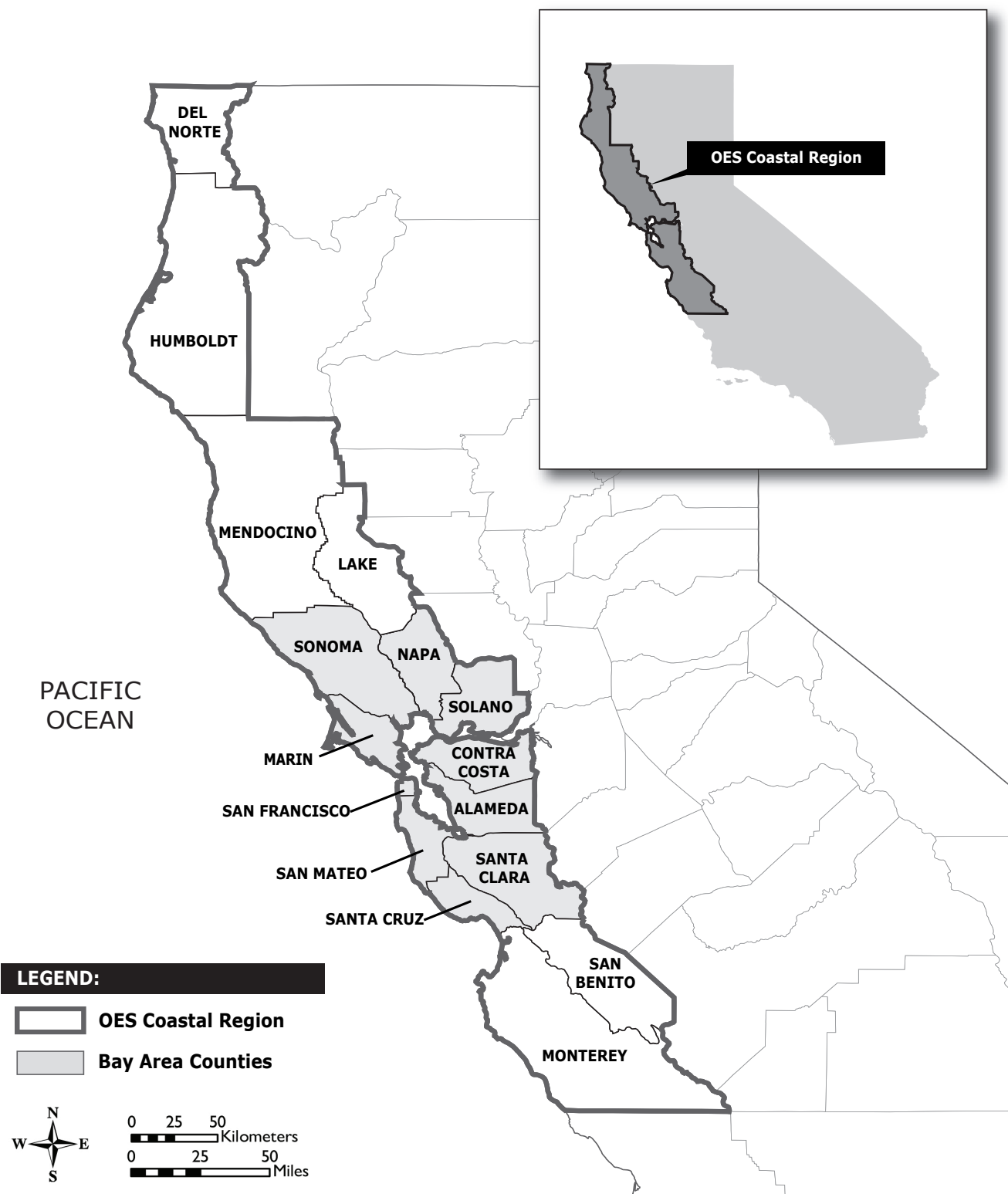


Figure 1
OES Coastal Region and Bay Area Counties



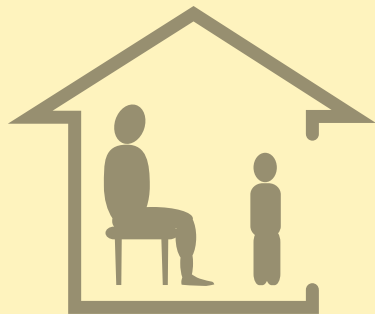
AUTHORITIES, REQUIREMENTS, AND REGULATIONS

The RECP Base Plan provides generally applicable authorities, requirements, and regulations for the RECP, including the RECP Care and Shelter Subsidiary Plan. Planning and response activities performed by the American Red Cross, an independent non-governmental organization, are governed by its Congressional Charter (January 1905)². The American Red Cross participates as an independent collaborative partner. The RECP Care and Shelter Subsidiary Plan does not limit, or affect in any way, the responsibilities of American Red Cross under its charter.

PLAN DEVELOPMENT AND MAINTENANCE

OES Coastal Region is responsible for the maintenance, revision, and distribution of the RECP and its subsidiary plans. In coordination with the Mutual Aid Regional Advisory Committee, OES Coastal Region will assess the need for revisions annually. Refer to the RECP Base Plan for further details regarding plan development and maintenance.

² <http://www.redcross.org/images/pdfs/charter.pdf>.



Section 2 | RECP Care and Shelter Subsidiary Plan Planning Assumptions and Considerations



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Section 2 – Planning Assumptions and Considerations

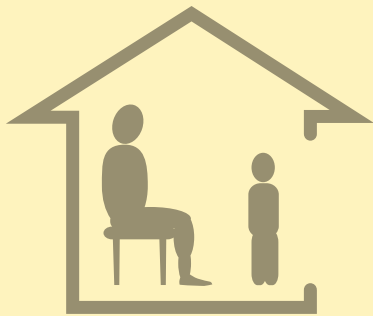
The RECP Care and Shelter Subsidiary Plan is based on the following planning assumptions and considerations.

- The Plan applies to all regional emergencies and disasters, including natural and human-caused incidents.
- Mass care and shelter operations in the Bay Area follow the principles of SEMS and NIMS.
- An emergency in the Bay Area that affects multiple Operational Areas may exceed the response capabilities of individual Operational Areas and may require resource support from both within and outside the region.
- The projected peak shelter population following the worst-case earthquake scenario in the Bay Area would be more than 180,000 individuals (see Appendix B for further details).
- Experience during catastrophic disasters elsewhere in the United States has shown that the logistics for establishing fully operational shelter systems can take 72 hours or more, depending on the situation.
- Current public education efforts urge the populace to be self-sufficient during the first 72 hours after a major disaster. Many people, however, will not be prepared or may lose access to their supplies because of structural damage to their residences.
- Initial estimates of resource and shelter needs will not be precise because accurate situational information will not be available for several days.
- The restoration of housing and basic infrastructure, such as communications, roads, transportation services, and utilities, must be taken into account when transitioning people out of shelters.
- Facilities used for sheltering will eventually need to return to regular use.
- Mass care and shelter will require regional coordination among multiple government and non-governmental organizations. The American Red Cross provides temporary shelter and food at fixed sites. Other methods of assistance provided by government and non-governmental organizations may include:
 - Bulk distribution of commodities (such as nonperishable food, water, diapers, and baby food and formula)
 - Bulk distribution of food preparation equipment, camping equipment, and care and shelter supplies (such as cleaning supplies and paper products)





- Mobile feeding
 - Social service centers with agencies co-located to provide a range of resources for recovery, such as primary and secondary education programs until schools are operational, and ATMs/banking services, replacement of identification and other documents, access to the U.S. Postal Service, linking of families, information about lost pets, housing assistance, and restoration of utilities
 - Provision of translation services within the first days after an incident for vital equipment, such as TTY telephones and associated equipment, and the provision of public information in alternate formats (such as Braille, large print, and languages other than English)
 - Delivery of mental health services to both emergency workers and the affected population
 - Provision of supplies, equipment, and the means to meet hygiene needs for people who choose to home-shelter on their property
 - Support of spontaneous shelters that are likely to be established at local community sites
 - Care and shelter support for large numbers of disaster workers that will come into the region (responder housing, however, is a Logistics Section responsibility under SEMS and NIMS, and may be addressed through establishment of temporary housing sites or other mechanisms)
 - Establishment of long-term shelters
 - Evacuation of people to areas outside of the incident area.
- Federal resources may be “pushed” or automatically sent to the region following a catastrophic incident.
 - Many spontaneous nontraditional shelters, including those managed by volunteers such as churches and various charity organizations, will be established following an emergency. These shelters may not have all the necessary equipment, personnel, and supplies to support mass care operations.
 - Operational Area EOCs will provide support to city, county, and non-governmental shelter operations through resource requests.



Section 3 | RECP Care and Shelter Subsidiary Plan Roles and Responsibilities



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Section 3 – Roles and Responsibilities

STATE PRIMARY AGENCY

Under the State Emergency Plan, the California Department of Social Services is the primary agency for providing state support for local care and shelter operations. The Director of the agency, or designee, serves as the State Director of Care and Shelter and coordinates care and shelter operations. The California Department of Social Services is responsible for:

- Serving as the lead agency in coordinating state care and shelter response to support local operations
- Providing personnel and other resources to assistance centers
- Coordinating with County health and human services agencies of the affected county or counties
- Recommending transfer of evacuees or resources as needed.

The California Department of Social Services is also the lead agency for the REOC Care and Shelter Branch.

The American Red Cross is the primary support agency to the California Department of Social Services. The 2006 Statement of Understanding, which describes the operating relationship³ between the American Red Cross and California Department of Social Services, stipulates that:

“The provision of Emergency Welfare Services falls within the authority of State supervised and County administered public social services. In case of an officially declared state of an emergency, and pursuant to the rules and regulations of the California Emergency Council, State, regional and local government employees will become disaster workers; duties may include support of the Red Cross.”

AMERICAN RED CROSS

The American Red Cross is the leading non-governmental disaster relief organization in the United States and provides food, shelter, emergency first aid, disaster welfare information, and bulk distribution of emergency relief items. The organization also serves as a support agency for public health and medical services, providing blood, mental health services, and disaster health services, among other support functions. In the Bay Area, the American Red Cross is responsible for:

- Setting up shelters or assisting with support of spontaneous shelters

³ Statement of Understanding Between the American Red Cross and the California Department of Social Services, March 2006.





- Integrating community resources (such as food, water, clothing, first aid, and mental health support) into the response
- Supporting and facilitating the response with all of the local and national resources available.

Five local American Red Cross chapters⁴ serve the Bay Area:

- Bay Area Chapter, which serves Alameda, Contra Costa, Marin, San Francisco, San Mateo, and Solano counties
- Napa County
- Santa Clara County
- Santa Cruz County
- Sonoma County.

Following an incident, local chapters will self-activate to:

- Establish liaisons at each Operational Area EOC and at local government EOCs, as necessary
- Open shelters at pre-established sites staffed with locally trained volunteers
- Collect and transmit information about shelter residents and estimated community needs to the National Headquarters of the American Red Cross to effectively coordinate local response and facilitate establishment of a regional operational center as quickly as possible.

Upon notification from local chapters, the National Headquarters of the American Red Cross:

- Sends liaisons to the REOC, the SOC, the Federal Emergency Management Agency (FEMA) Regional Response Coordination Center in Oakland, and the Federal/State Joint Field Office, once it is operational
- Organizes a disaster relief organization in the Bay Area to consolidate information from the Operational Areas, and develops a response strategy
- Implements the national response structure and move supplies, food, water, mobile kitchens, and personnel into the Bay Area
- Works with the Disaster Relief Operation and Operational Area EOCs to support shelters and other mass care and health services
- At the national level, coordinates with Federal Government and national non-governmental organizations
- At the state level, in coordination with the REOC and SOC, sets up a staging area for resources sent from outside the

⁴ A sixth chapter serves the City of Palo Alto.

region, and assembles volunteers, vehicles, and supplies in Sacramento or other appropriate locations

- If necessary, begins distributing emergency supplies from the American Red Cross' National Disaster Services Field Centers in neighboring states.

OPERATIONAL AREAS

Local governments are responsible for the care and shelter of their residents. Typically, the Department of Social Services or government agency providing similar human services is the lead agency for care and shelter at the local level. Local American Red Cross chapters initially open and manage shelters for local government, where possible, using local supply caches stored in quantities and locations expected to meet immediate catastrophic needs. Local American Red Cross chapters may support local Care and Shelter Branches through liaisons.

Operational Areas support local governments when their shelter resources are overwhelmed. The Operational Area EOC serves as the hub for the consolidation of vital mass care and shelter information, response activities, and coordination of community needs within their jurisdictions. As with the local level, a county Department of Social Services is typically the lead agency for care and shelter, and local American Red Cross chapters support the EOC Operations Section Care and Shelter Branch. During an emergency, the Operational Areas:

- Coordinate disaster response operations of local governments, including shelter and transportation, within an Operational Area
- Support local governments to ensure that shelter and other mass care service sites have adequate support for security and sanitation systems (such as portable toilets and hand washing stations)
- Provide available staff, equipment, and supplies to shelters in an Operational Area in support of the American Red Cross and local government
- Provide adequate skilled county physical and mental health staff to local shelters
- Review food handling and sanitation procedures at local shelters and fixed or mobile kitchen sites
- Facilitate transportation and shelter for special needs and medically fragile populations
- Respond to mutual aid requests from local governments
- Forward requests for discipline-specific resources related to care and shelter, but that are not available within the Operational Area, to the relevant Regional Mutual Aid Coordinator, with a copy to the REOC Care and Shelter Branch





- Forward all other resource requests not available in the Operational Area to the Operations Section of the REOC
- Conduct initial notification and establish ongoing communications with the general public.

REGIONAL EMERGENCY OPERATIONS CENTER

Care and Shelter Branch Director

The REOC Care and Shelter Branch is part of the Operations Section. The Care and Shelter Branch Director reports to the Operations Section Chief. The REOC Care and Shelter Branch Director supports the actions of local and county agencies responsible for the care and shelter of people displaced by an emergency or disaster. The Branch Director:

- Coordinates regional and state support of care and shelter operations
- Coordinates information regarding mass care and resources with other activated regions and unaffected Operational Areas, and monitors, prioritizes, and distributes resources to affected Operational Areas
- Determines the need to activate a Regional Care and Shelter Task Force, and, if one is activated, coordinates its activities
- Determines the appropriate staffing level for the Care and Shelter Branch and requests resources accordingly
- Determines the need to activate a Care and Shelter Resource unit, as well as the composition of the Unit
- Establishes ongoing communications with the Care and Shelter Branch coordinators at the Operational Area level, the California Department of Social Services Department Operations Center, and the SOC
- Acts as a mass care resource for Operational Areas and other branches at the REOC
- Assists with obtaining mass care and shelter resources using the mutual aid system and REOC capabilities from other regions in California (for a full description of REOC capabilities, see Base Plan)
- Prepares regional care and shelter situation reports and forwards them to the California Department of Social Services, Department Operations Center, and the Care and Shelter Branch in the SOC
- Forwards care and shelter situation reports to the REOC Operations Chief for inclusion in the Operations Section Report to the REOC Planning Section Chief
- Maintains liaison and coordination with the SOC and with state and Federal agencies within or outside the region, as required.

When care and shelter operations have concluded, the Branch Director prepares a final Resource Status Report that lists the disposition of resources that were provided to Operational Areas. The Branch Director also provides information for the development of the REOC After Action Report. Appendix C contains a detailed checklist for the REOC Care and Shelter Branch Director.

Resource Unit

The primary agencies—California Department of Social Services and the American Red Cross—identify support agencies to form the Resource Unit of the REOC Care and Shelter Branch. Support agencies provide services and resources and have the capability to operate region wide. The Resource Unit includes a wide variety of state government agencies and program resources, as well as private sector and community-based resources and organizations throughout the region. The Resource Unit prioritizes resource requests made by the Operational Areas.

State support agencies may include the:

- California Conservation Corps
- California Department of Education
- California Department of Food and Agriculture
- California Department of General Services
- California Department of Housing and Community Development
- California Department of Mental Health
- California Department of Parks and Recreation
- California Department of Public Health

The Resource Unit also integrates the care and shelter services of private sector organizations in the effort to provide effective mass care resources to the Operational Areas. Key private sector organizations may include:

- Salvation Army
- Community-based organizations
- Churches
- Voluntary Organizations Active in Disasters.

Appendix D lists additional resources that are available from non-governmental organizations. The Resource Unit reports to the REOC Care and Shelter Branch Director. The Care and Shelter Branch Director pre-identifies six individuals (three per shift) from the support agency list to staff the Resource Unit. During an emergency, the support agencies of the Resource Unit:





- Staff the REOC when requested by the primary agency or the REOC Director
- Collect and share shelter information with other agencies involved in shelter coordination and support
- Assist the Care and Shelter Branch Director with advance planning and projecting mass care resource support requirements and potential shortfalls
- Develop and maintain communication with the primary and support agencies, applicable government representatives, and private providers
- Provide regional care and shelter resources upon request.

STATE LEVEL

The California Department of Social Services is the lead state agency for care and shelter operations. Operational activities, such as the collection and interpretation of care and shelter from the region and decisions about resource coordination, take place in the agency's Department Operations Center. The California Department of Social Services staffs a Care and Shelter Branch Director position in the SOC to coordinate activities and monitor information with other functions and state agencies.

The SOC:

- Acts as the state's initial response entity until the appropriate REOC(s) are activated and functional
- Ensures that all state and regional response elements of SEMS are activated as the emergency situation requires, function effectively, and are maintained at the level necessary for the response
- Supports the regions, state agencies, and other entities in establishing short-term recovery operations following disasters
- Compiles, authenticates, and makes available shelter and care summary status information obtained from all sources, in the form of situation reports to the Governor's office, the legislature, state agency headquarters, FEMA, the media, and others, as appropriate
- Maintains control and status of mission tasking numbers and purchasing authority until these functions are assumed by the REOC in the affected area
- Provides ongoing interagency coordination with the Department Operations Centers of other state agencies involved in the mass care and shelter response effort to ensure adequate statewide mobilization and allocation of state shelter and care assets

- Requests resources from other states through the Emergency Management Assistance Compact and other mechanisms
- Manages emergency public information and develops state-level public information announcements
- Provides state-level linkage and interagency coordination with the Federal response to the incident, including requesting liaisons from Emergency Support Function (ESF) #6 — Mass Care, Emergency Assistance, Housing, and Human Services—to work at the SOC and REOC.

FEDERAL LEVEL

When the resources of a state are exceeded by an incident, the President of the United States may declare an emergency or disaster in accordance with the Robert T. Stafford Disaster Relief and Emergency Assistance Act (the Stafford Act)⁵. Under a Presidential declaration of emergency or disaster, the Federal Government provides financial resources and direct Federal assistance in response to requests from the state. FEMA coordinates the response to state requests for assistance. In accordance with the National Response Framework, the Federal Government organizes its resources according to ESFs, each of which is led by a Federal agency. (For further details on the role of Federal agencies in emergencies and disasters, refer to the RECP Base Plan.)

Emergency Support Function #6

Under the National Response Framework, one or more ESFs may be deployed to provide direct support to local jurisdictions at the request of the state. In accordance with SEMS, Federal resources must be requested through the SOC. In extraordinary circumstances, the Federal Government may mobilize resources prior to a state's request for assistance. When mobilized in support of a local emergency response operation, Federal assets may be placed under the tactical direction of the field level Incident Command.

ESF #6 implements services and programs to assist individuals and households affected by potential or actual disaster incidents. As the ESF #6 coordinator and primary agency, FEMA coordinates and leads Federal resources as required to support state, tribal, and local governments and non-governmental organizations in the performance of the following missions:

- **Mass Care:** which includes sheltering, feeding operations, emergency first aid, bulk distribution of emergency items, and collecting and providing information about victims to family members
- **Emergency Assistance:** which assistance required by individuals, families, and their communities to ensure that immediate needs beyond the scope of the traditional “mass



⁵ 42 United States Code §5121-5206.



care” services provided at the local level are addressed: services include support to evacuations (including registration and tracking of evacuees); reunification of families; pet evacuation and sheltering; support to specialized shelters; support to medical shelters; nonconventional shelter management; coordination of donated goods and services; and coordination of voluntary agency assistance

- **Housing:** which includes the housing components of the Stafford Act, such as rental assistance, repair, replacement, manufactured housing, semipermanent and permanent construction, and access to other sources of housing assistance
- **Human Services:** which includes the implementation of programs to help disaster victims recover their non-housing losses, including programs to replace destroyed personal property, and help obtain disaster loans, foods stamps, crisis counseling, disaster unemployment, case management, and other Federal and state benefits.

As described in the ESF #6 annex to the National Response Framework, as coordinator and primary agency, FEMA is responsible for:

- Activating and coordinating with Federal support agencies and non-governmental organizations performing ESF #6 missions
- Establishing and maintaining communication with state counterparts
- Funding supporting agencies in sufficient time to allow for execution of ESF #6 activities
- Ensuring that other ESFs deliver adequate response in sufficient time for successful completion of ESF #6 activities
- Coordinating with non-affected states for additional shelter capacity
- Coordinating with the state to depopulate shelters as required, and, when possible, plan for the return of evacuees to their pre-disaster locations
- Ensuring that the transition from response activities to recovery is mutually determined with ESF #6 supporting agencies
- Ensuring that staff from the primary and support agencies remain activated through the initial phase of recovery activities to properly address response issues and effectively achieve the transition of related issues and responsibilities from mass care to housing.

As primary agency for ESF #6, FEMA:

- Provides leadership in coordinating and integrating overall Federal efforts associated with mass care, emergency assistance, housing, and human services
- Collaborates with the state to reunify separated family members
- Assists with establishing priorities and coordinating the transition of mass care operations with recovery activities based on incident information and the availability of resources
- Facilitates the process by which non-governmental organizations providing mass care services request resource support from the Federal Government, through coordination with the FEMA Voluntary Agency Liaison and the California Department of Social Services
- Assists with the provision of medical supplies and services
- Develops an initial housing strategy in coordination with the Joint Field Office OES, local jurisdictions, and ESF #6 support agencies.

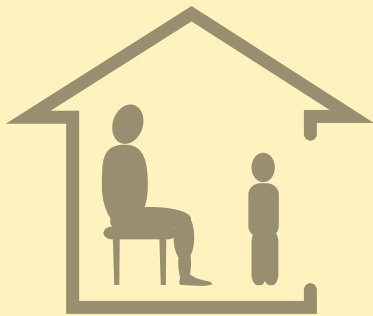
The American Red Cross is a supporting agency for ESF #6. As described in the ESF #6 annex to the National Response Framework, the American Red Cross:

- Provides liaisons to the FEMA Regional Response Coordination Center in Oakland, the Joint Field Office, and the FEMA National Response Coordination Center to support ESF #6 activities
- Provides subject-matter expertise on general mass care planning, preparedness, and response activities, as well as American Red Cross-specific activities in these areas
- Provides information about current American Red Cross mass care activities, as requested, prior to and during response operations
- Provides guidance to the California Department of Social Services as the state determines its needs for Federal resource support
- Promotes cooperation and coordination among national-level non-governmental organizations that provide mass care services and appropriate government entities engaged in planning for response to major disasters
- Works on a case-by-case basis with FEMA on temporary accommodations for eligible disaster victims
- Facilitates and supports reunification programs in American Red Cross shelters
- Promotes public information sharing through its website.





The American Red Cross representatives in ESF #6 and Government Liaison remain activated during the initial phase of recovery activities to ensure that all emergency response issues are addressed and to support the transition from response to recovery services. As the mass care element of ESF #6 demobilizes, FEMA continues to coordinate the housing and human services elements.



Section 4 | RECP Care and Shelter Subsidiary Plan Concept of Operations



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Section 4 – Concept of Operations

This section of the RECP Care and Shelter Subsidiary Plan describes how local jurisdictions, Operational Areas, and local chapters of the American Red Cross relate to regional, state, Federal, and national American Red Cross entities in terms of mass care and shelter authority and coordination. When the RECP Care and Shelter Subsidiary Plan is activated in response to a major regional incident during which multiple shelters in several Operational Areas are required, the goal is to transition the public shelter operation to interim housing in 30 to 45 days. Key to expediting the transition is daily monitoring of individuals remaining in public shelters, and outreach to ensure that shelter residents understand, and have registered for, recovery services.

OVERVIEW OF SHELTER OPERATIONS

Under the California Health and Safety Code Section 34070-34072, local government is obligated to provide emergency care and shelter in situations during which an emergency or disaster displaces residents. In general, care and shelter operations include the following.

- **Shelter:** Sheltering may include the establishment of temporary evacuation points and the establishment of emergency shelter for the affected population, including special needs populations, disaster workers, and pets and companion animals. Facilities used for shelters include pre-designated sites in existing structures, temporary shelters, or if evacuation is recommended, the use of similar facilities outside the affected area.
- **Feeding:** The American Red Cross, the Salvation Army, and other non-governmental organizations manage feeding programs for affected populations and emergency workers through a combination of fixed sites and mobile feeding units.
- **Basic Medical Care:** The American Red Cross and other support agencies provide basic first aid and mental health support to the affected populations and workers. However, these services do not supplant medical services provided by the local government, which provides medical care for shelter populations, and must request additional resources through SEMS if available resources are not sufficient to address the situation.
- **Bulk Distribution of Emergency Relief Supplies:** The local government, non-governmental organizations, the state, and the Federal Government may establish sites within the affected area for the distribution of emergency relief supplies and commodities, such as water, Meals Ready to Eat (MREs), and supplies for first-aid and sanitation, to support residents who





remain at home. The process for distribution will be established according to the needs of disaster victims for essential items in areas where commercial trade is inoperative or insufficient to meet the emergency needs of the affected area.

- **Disaster Welfare Inquiry:** The American Red Cross and FEMA provide disaster welfare inquiry services to aid in the reunification of family members within the affected area who were separated at the time of the emergency incident.
- **Tracking of Affected Populations:** Depending on the providing agency, registration information about individuals at each service location (shelter, feeding, disaster welfare inquiry, and bulk distribution sites) may be confidential unless shelter residents sign a release of information. Such information can assist local governments with planning for the transition from shelters to replacement housing. Tracking information can also help affected individuals to contact family members who are outside of the affected area.

ACTIVATION AND OPERATION OF SHELTERS

Local governments and local American Red Cross chapters work cooperatively to provide mass care and shelter. In preparation for emergencies and disasters, American Red Cross chapters designate government and private facilities that meet their criteria to be used as shelters. Statements of understanding are established between the American Red Cross and facility owners to describe the responsibilities of each party when a shelter is activated. The American Red Cross shares information about pre-designated shelter locations, including the location and estimated capacity of the sites, with the local emergency managers. As part of its preparedness efforts, the local American Red Cross chapter stages a minimum amount of equipment to support pre-designated shelters in the initial hours and days after a disaster. When an emergency or disaster occurs, the American Red Cross and the local government identify shelters to be opened at locations closest to affected residents. The local American Red Cross chapter also shares information about the locations and capacities of local shelters with the National American Red Cross and FEMA, which maintain the National Shelter System – a database used by the two organizations to track shelter population numbers.

Local governments use the following procedures to activate care and shelter operations.

- Following an incident, the local government identifies the need for care and shelter and decides which shelters must be activated based on the specific circumstances of the incident.
- The Incident Command works through the jurisdiction's pre-designated Care and Shelter Lead to request access to sheltering facilities.

- The local government notifies the local American Red Cross chapter.
- If the American Red Cross local chapter is available to open shelters, the American Red Cross deploys trained shelter management teams and its own local resources to open shelters. The American Red Cross provides liaisons to the local EOC to coordinate opening of the shelters.
- Some local governments have staff trained to manage shelters. Some also have their own supply of equipment to support a government-managed shelter. If the American Red Cross is not available to open shelters, the local government deploys these resources to initiate the shelter openings. If the local government cannot open a shelter due to lack of staff or resources, it sends a request for care and shelter support to the Operational Area.
- The jurisdiction's Public Information Officer notifies the public of shelter locations and status.

Spontaneous Shelters

In a large incident, spontaneous or nontraditional shelters likely will appear throughout a local jurisdiction. Spontaneous shelters are sites that are not requested or physically supported by government; often cities are not aware that these shelters are in operation. The spontaneous shelters may be operated by volunteer organizations unfamiliar to response agencies, or may be informally established by affected residents. The primary advantage of spontaneous shelters is that they meet an immediate need with resources (such as location and staff) that are familiar to the residents. In a regional incident, local government must decide whether to integrate spontaneous shelter sites into the care and shelter system.

With regard to these shelters, the local government may take the following actions.

- Take over management of the spontaneous shelter with the cooperation of the American Red Cross. Local government may choose to manage a spontaneous shelter if it meets a critical need. When a spontaneous shelter becomes a government or American Red Cross-sanctioned shelter, it is expected to follow the guidance and information needs of the local jurisdiction, including adherence to operating policies and procedures, providing standardized services, and submitting daily status reports. Before supporting spontaneous shelter sites, the local jurisdiction should inspect the facility for structural integrity and the ability to meet basic local and county health requirements.
- Keep the shelter's management in place and support the shelter with the resources it needs. If government resources are limited, if the shelter meets neighborhood needs with





unique resources, or if residents are more comfortable with the organization that opened the shelter, the local government may choose to keep the initial shelter management in place, and support the shelter with equipment, trained staff, food, and supplies as they become available.

- Close the spontaneous shelter and absorb the residents into shelters run by the American Red Cross or the local government. If the shelter does not meet American Red Cross standards, poses a health risk, or is an area already serviced by government or American Red Cross shelters, the local government may decide to close the shelter.

SUPPORT FOR SHELTER OPERATIONS

Requests for Support at the Local Level

When the local American Red Cross chapter first opens a shelter, the chapter uses its own staff, equipment, and relationships with vendors to support that shelter. If additional shelter resources are needed, the chapter sends a request to the American Red Cross' National Disaster Operations Center, which sends supplies from national vendors or the American Red Cross Disaster Field Supply. However, if government-provided resources such as water, public health, security, or sanitation are needed, the Disaster Operations Center sends a request to the Operational Area through the American Red Cross liaison at the EOC. The Operational Area then directs resources to either the shelter in need or a local American Red Cross staging area that may supply a number of shelters in the jurisdiction. Figure 2 summarizes this process.

If the local government, rather than the local American Red Cross chapter, is managing the shelter, the local government sends requests for resources are sent to the Operational Area. Figure 3 describes this process.

American Red Cross Disaster Relief Operation

American Red Cross shelters are initially opened by the local chapter, with technical and resource support from the American Red Cross' National Disaster Operations Center. As described in Section 3, if an event is of sufficient size, the National Disaster Operation Center will establish a Disaster Relief Operation, with headquarters near the affected region. The American Red Cross will activate the Disaster Relief Operation within 48 hours and oversee the management of American Red Cross shelters and resources in the region.

Figure 4 describes the process through which the Disaster Relief Operation provides resources. The Disaster Relief Operation supplies American Red Cross shelters through vendor contracts and its own inventories stored at National Field Centers throughout the country. (The National Field Center that initially supports the Bay Area is located

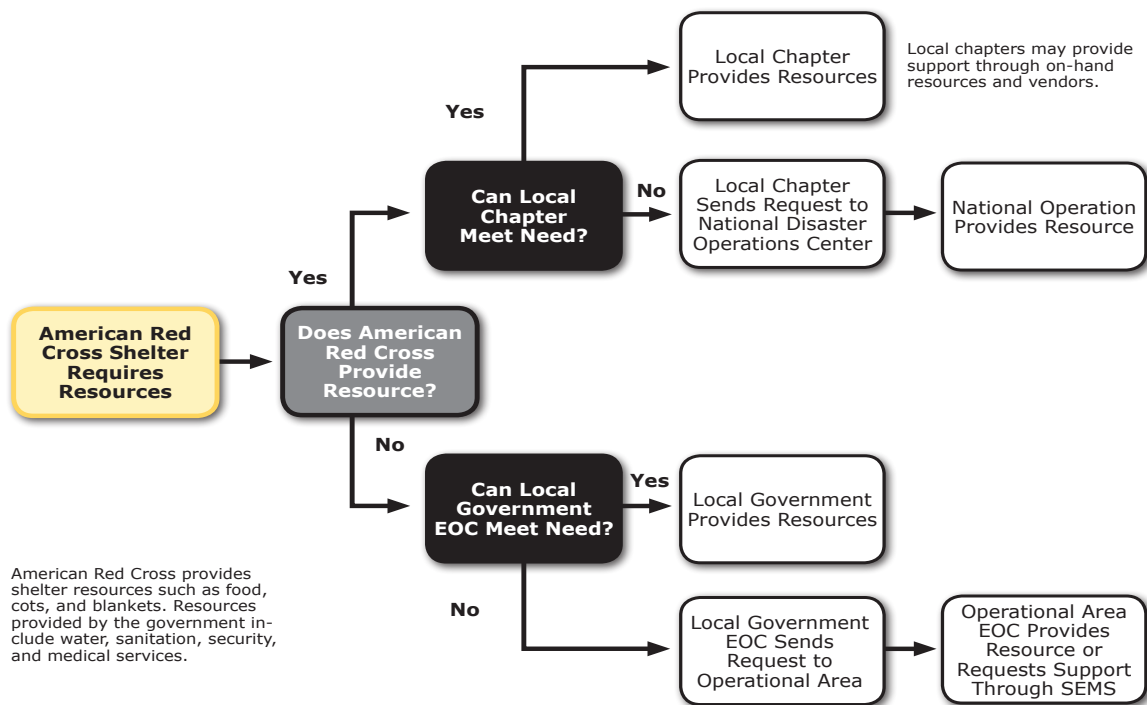


Figure 2
Initial Requests
from American Red Cross Shelters

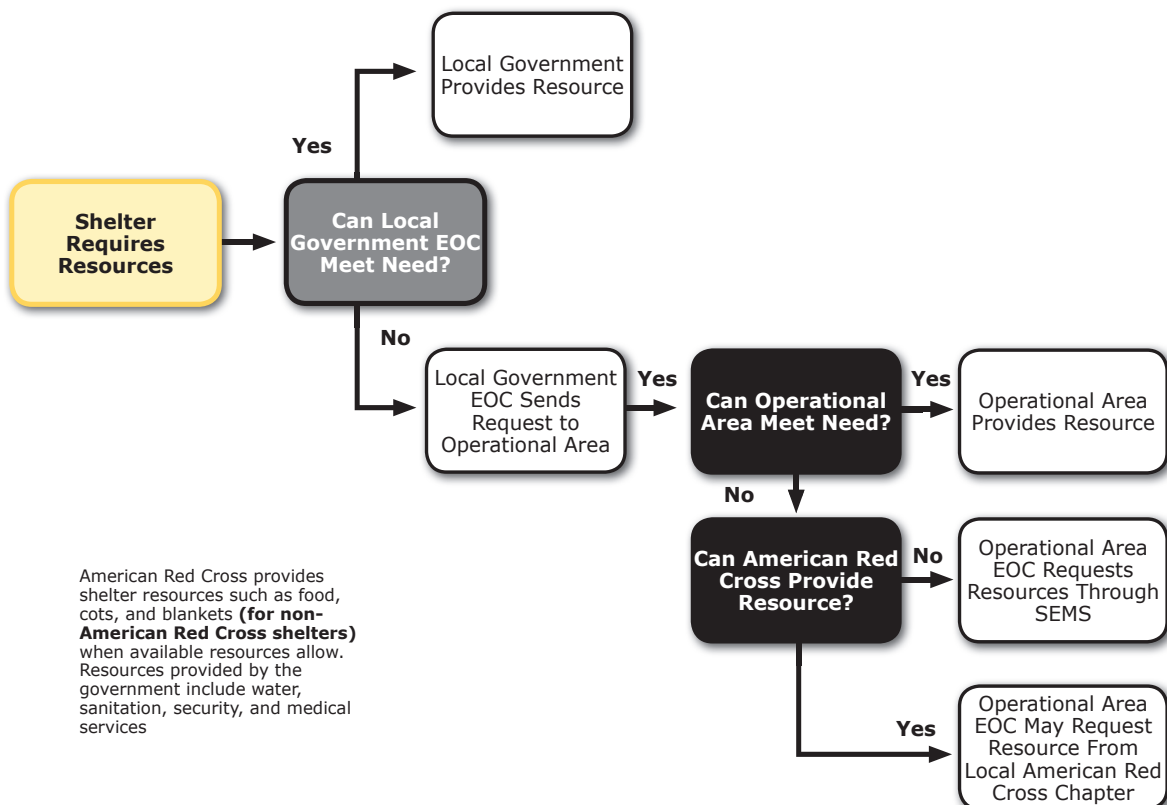


Figure 3
Initial Requests from Locally Run
(non-American Red Cross) Shelters

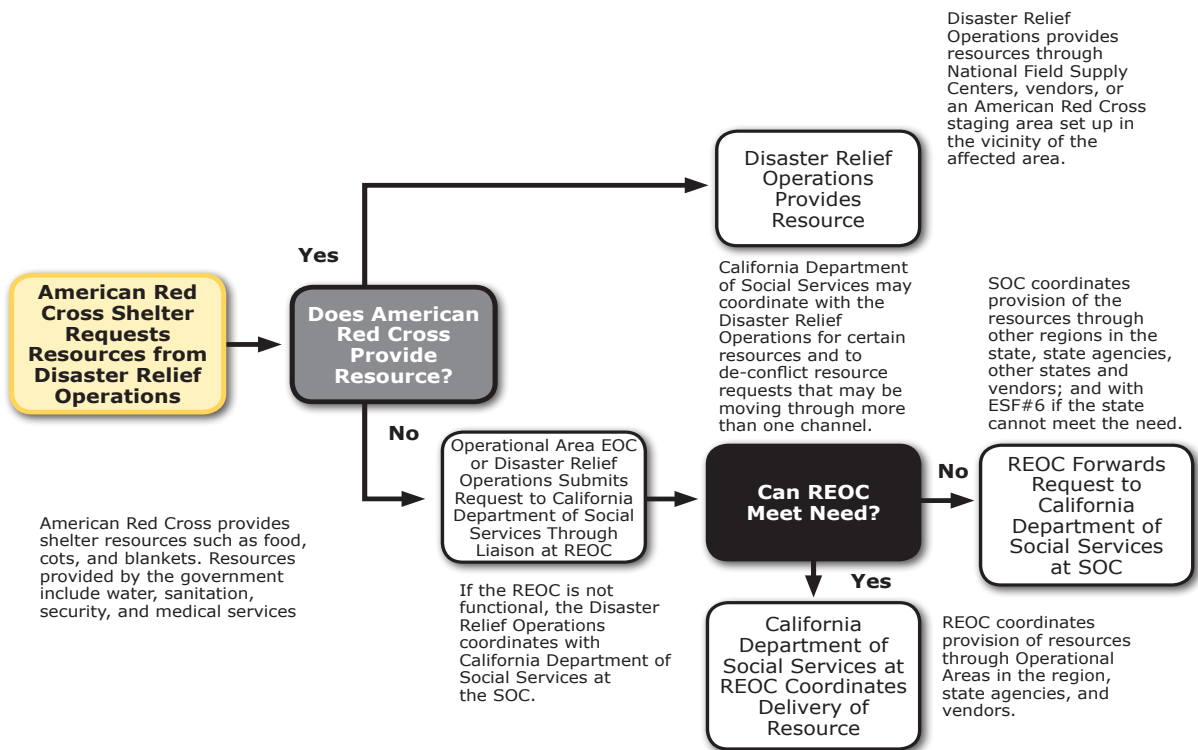


Figure 4
Resource Requests Following Activation
of National American Red Cross
Disaster Relief Operation

in Reno, Nevada.) If American Red Cross shelters need government resources (such as water, public health, security, and sanitation), the Disaster Relief Operation sends the request to the American Red Cross liaison in the Operational Area EOC.

Operational Area Support

When the Operational Area requires resources beyond those available within its jurisdiction, the Operational Area EOC contacts the:

- REOC Care and Shelter Branch to request support: requests should include a description of the need to be addressed, and when, where, and for how long the resources are needed; the Operational Area notes any additional support that is required, such as personnel or specialized equipment
- American Red Cross via the organization's liaison to request additional shelter resources: the American Red Cross first attempts to fill a request with local resources and secondarily through its Disaster Relief Operation.

For shelter medical services that are beyond local resources within the Operational Area, the Medical Health Operational Area Coordinator may request support through the Medical Health Mutual Aid System.

Requests for Support at the Regional Level – REOC Care and Shelter Branch

As described in Section 3, the California Department of Social Services is the primary agency for the REOC Care and Shelter Branch. The REOC Operations Section Chief assigns the role of Branch Director to the agency's Director or designee. The American Red Cross is the primary support agency to the California Department of Social Services at the REOC. A Resource Unit may be established within the Care and Shelter Branch so that the California Department of Social Services and the American Red Cross can arrange to provide shelter resources as well as resources of a governmental nature in response to requests for support from the Operational Area level. When a request from the Operational Area level has been received, the REOC Care and Shelter Branch may meet the request by brokering resources among Operational Areas; assigning a mission task to a state agency; coordinating through the American Red Cross representative with the Disaster Relief Operation; coordinating with non-governmental organizations and community-based organizations; or requesting resources at the state level.

To ensure a standard of communication and to track the flow of information, the Response Information Management System (RIMS) is used for orders, directives, resource requests, situation reports, and status changes. If RIMS is not available, similar formats should be used to ensure comprehensive information sharing. The REOC Director approves all mission tasks that are handled by the Care and Shelter Branch.

When the REOC cannot arrange resource support for Operational Areas from resources within the region, or if the REOC is incapacitated, requests go to the SOC.

Requests for Support at the State Level—State Operations Center and California Department of Social Services Department Operations Center

As described in Section 3, the SOC is responsible for meeting requests for resources that are unavailable within the region, allocating scarce resources, and requesting support from other states through the Emergency Management Assistance Compact. The SOC is the primary location for joint State/Federal operations until the Joint Field Office is established. As with the REOC level, the California Department of Social Services is responsible for the Care and Shelter Branch at the SOC, with support from the American Red Cross. In addition, the California Department of Social Services activates its Department Operations Center when OES activates the SOC. The SOC Care and Shelter Branch forwards mission tasks for the California Department of Social Services to the Department Operations Center manager.





At the Department Operations Center, the California Department of Social Services:

- Deploys and supervises staff for the REOC Care and Shelter Branch
- Coordinates available state agency resources in support of the American Red Cross and local government shelters
- Manages care and shelter operations in state-managed emergency facilities
- Identifies, secures, and mobilizes state facilities, volunteer personnel, equipment, and materials for response operations
- Identifies sites on state property or other public or private properties suitable for shelters, feeding sites, and staging areas.

When regional requests for state support are filled, the California Department of Social Services sends the supplies to either the Operational Area or to an American Red Cross staging area within the region.

Requests for Support at the Federal Level

If state resources are insufficient to meet the needs of disaster victims, the state may request support from the Federal Government if the President has declared an emergency or disaster. The state requests these resources through the SOC or through the Joint Field Office, once that facility has been established. As described in Section 3, ESF #6 coordinates Federal assistance in support of state, tribal, and local efforts for:

- Delivery of mass care services of shelter, feeding, and emergency first aid to disaster victims
- Establishment of systems to provide bulk distribution of emergency relief supplies to disaster victims
- Collection of information to operate a disaster welfare information system for the purpose of reporting victim status and assisting in family reunification.

Through ESF #6, the Federal Government provides resources from other Federal agencies, from contractors and vendors, or by coordinating with the American Red Cross, which also may deploy resources through its Disaster Relief Operation. In general, when FEMA fills a state resource request, it sends the resources from a Federal Operations Staging Area to a state staging area. The California Department of Social Services then allocates those resources to the Operational Areas in need. ESF #6 resources requested by the American Red Cross are sent from the Federal Operations Staging Area to American Red Cross staging areas in the region.

FEMA stores essential disaster commodities, such as water, ice, fuel, generators, and tarps, at existing logistics centers across the United States and deploys them to mobilization centers and staging areas after a disaster occurs. These commodities can be “pushed” or automatically deployed without being requested to Federal Operations Staging Areas in the vicinity affected by the incident. When requesting these resources, the state must provide FEMA with information regarding staging areas and points of distribution to best reach populations in need. The state is then responsible for commodity distribution to victims. Despite the initial, automatic shipment of pushed resources, the state must request additional anticipated Federal resources based on situational information gathered from local governments by the REOC or SOC.

FEMA and American Red Cross personnel, as well as other Federal agencies, may provide resources to support assessment teams that can be deployed to assist the state with mass care needs assessments and structural assessments of shelter conditions to ensure that they are safe to open. FEMA also provides assistance with the short- and long-term housing needs, including rental assistance and temporary housing. As a private, nonprofit organization, American Red Cross independently provides recovery assistance under its congressional charter.

ANIMAL CARE

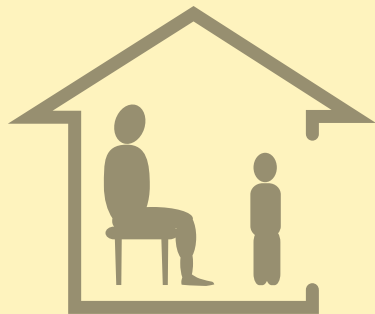
Local jurisdictions and Operational Areas are expected to take necessary animal care actions to respond to the emergency and to exhaust all local resources prior to requesting assistance from the state. If local resources are insufficient to meet existing needs, Operational Areas request state assistance through the REOC. The California Department of Food and Agriculture is the lead state agency for animal-related issues through the California Animal Response Emergency System.

The California Department of Food and Agriculture coordinates with OES to identify and task state agencies to assist local government with animal-related issues in accordance with SEMS. California Animal Response Emergency System response activities are coordinated through the appropriate REOC, and in coordination with the SOC. The County Animal Coordinator, or person designated by the County Emergency Plan or County Emergency Services Director, is the contact for the California Animal Response Emergency System at the local government level. The California Department of Food and Agriculture may also identify non-government organizations, community-based organizations, and private-sector resources to assist local government during disaster response and recovery. OES coordinates all requests for Federal assistance with animal care through the SOC.





Appendix E contains an animal care and evacuation critical action sheet that the REOC Care and Shelter Branch Director and other Branch staff can use to ensure animal care at the Operational Area and regional levels.



Section 5 | RECP Care and Shelter Subsidiary Plan Regional Response Operations



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Section 5 – Regional Response Operations

This section of the RECP Care and Shelter Subsidiary Plan describes the function of the REOC as the coordination point where resource requests among the affected Operational Area(s), other Operational Areas, and the SOC are executed.

REOC CARE AND SHELTER BRANCH ACTIVATION

The State Warning Center contacts the California Department of Social Services to activate the Care and Shelter Branch, which in turn activates the Regional Care and Shelter Plan. The California Department of Social Services notifies the American Red Cross about the activation, and agency personnel report to the REOC Care and Shelter Branch. As part of their activation procedures, and described in the shelter critical action sheets, the primary agency establishes communication with all Operational Areas within the region to gather information about the situation, including:

- Operational Area care and shelter point of contact
- Damage summary
- Estimated number of displaced households
- Summary of current care and shelter activities
- Current and projected resource support requirements.

CARE AND SHELTER SERVICES

The Care and Shelter Branch monitors information about the Operational Areas, and coordinates resources to support them. To support local care and shelter operations, the REOC may provide resources for a wide range of functions, including:

- Initial shelter actions
- Care and shelter maintenance and support
- Animal care and evacuation
- Demobilization and transition to interim housing.

Appendix E contains critical action sheets that identify important factors related to these functions. These critical action sheets were developed as guidance for the REOC Care and Shelter Branch Director and other REOC staff, and can be used as job aids following an emergency requiring mass care and shelter.

CARE AND SHELTER INFORMATION MANAGEMENT

The REOC Care and Shelter Branch Director must have enough information about an incident to facilitate advance planning and ensure





that state and Federal support is effective and efficient. The Care and Shelter Branch Director also must inform other Operations Section branch directors about current needs, anticipated needs, locations of needs, and required resource types. During each operational period, the Care and Shelter Branch gathers information to create a situation report for other REOC branches and the SOC.

The REOC Action Plan establishes reporting periods for all activated functions, and the Care and Shelter Branch Director determines the information to be included in the care and shelter section of the Action Plan. To meet reporting requirements, the REOC Care and Shelter Branch Director:

- Advises each Operational Area of requested reports, reporting periods, deadlines, and the communication mode to be used
- Receives reports from each Operational Area
- Combines reports from all Operational Areas into one report for the reporting period
- Distributes situation status reports to all Operational Areas, section chiefs at the REOC, the REOC Director, and the SOC
- Enters reports into RIMS.

The Operations Section Chief or REOC Director may require additional reporting. Report forms provide a snapshot of the mass care services provided daily by each Operational Area, as well as a summary of services provided to date. Refer to the Sample Care and Shelter Daily Reporting Form and the Care and Shelter Situation Report in Appendices F and G, respectively, for additional information.

RESOURCE MANAGEMENT

The primary focus of the REOC Care and Shelter Branch is resource coordination, which involves the requesting, brokering, and tracking of resources. Resource management procedures at the REOC level are as follows.

Requesting Resources

When an Operational Area needs a resource, it forwards a request to the REOC Care and Shelter Branch. The requesting Operational Area generates a mission tracking request form (available through RIMS), which includes the following information:

- A description of the current situation
- A description of the requested staff, equipment, facility, and supply needed
- Specification of the type or nature of the service to be provided
- Delivery location with a common map reference

- Local contact at delivery location with primary and secondary means of contact
- Name of the requesting agency or Operational Area contact person
- Indication of when the resource is needed and an estimated duration of use
- For requested resources that include personnel or equipment with operators, a description of logistical support is required (such as food, shelter, fuel, and reasonable maintenance).

Resource requests should be in a format similar to that used in RIMS, thus allowing essential information to be entered into RIMS. In the event RIMS is not operational, or the REOC Director determines alternative methods are more efficient, RIMS forms are completed manually. The information is then communicated to the REOC by fax, telephone, or radio. The Operational Area Care and Shelter Branch must confirm all requests with the REOC.

Providing Resources

The REOC Care and Shelter Branch Director coordinates the provision of resources in response to requests from Operational Areas for care and shelter support. Resources may be provided by:

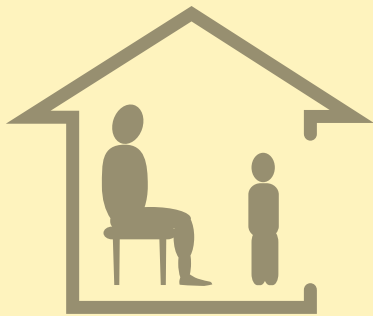
- Brokering the provision of mutual aid resources from Operational Areas within the region
- Coordinating with the SOC, which mission-tasks state agencies to provide resources or requests Federal support
- Contracting private sector resources through the Logistics Section
- Referring the request to the appropriate discipline-specific mutual aid system, including fire and rescue, law enforcement, or medical/health, if the requested resources fall within those mutual aid systems: the Care and Shelter Branch Director works with other branches at the REOC to determine whether a resource request can be met most efficiently through another mutual aid system.

Resources can be provided by either primary support agencies, such as members of Voluntary Organizations Active in Disaster. As requests are received, support agencies in the Resource Unit are asked to provide resources to meet the needs of the Operational Areas. If it appears there will not be enough resources, the Resource Unit will advise the Care and Shelter Branch Director. If sufficient resources cannot be found among the Operational Areas and the Resource Unit, the Branch Director requests support from the SOC. All requests are tracked using a mission tasking request form (see Appendix H for a sample form).





Appendix I list the types of resources and estimated quantities likely to be requested to support shelters and recommended equipment for a mass feeding site. Additional resources may be necessary to respond to the specific conditions of the disaster.



Appendix A | RECP Care and Shelter Subsidiary Plan List of Acronyms



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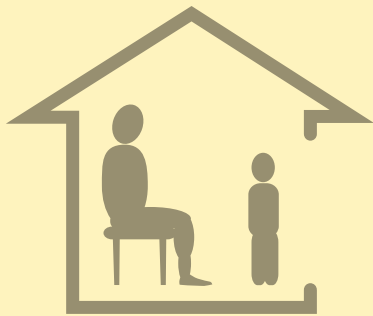
Appendix A – List of Acronyms

EOC	Emergency Operations Center
ESF	Emergency Support Function
FEMA	Federal Emergency Management Agency
MACS	Multi-Agency Coordination System
MRE	Meals Ready to Eat
NIMS	National Incident Management System
OES	Office of Emergency Services
RECP	Regional Emergency Coordination Plan
REOC	Regional Emergency Operation Center
RIMS	Response Information Management System
SEMS	Standardized Emergency Management System
SOC	State Operations Center





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Appendix B | RECP Care and Shelter Subsidiary Plan Shelter Needs Analysis



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Appendix B – Shelter Needs Analysis

The purpose of the shelter needs analysis is to identify, by county, the projected peak shelter populations for the worst-case earthquake scenario. Fortunately, there is no one major fault that will cause the worst-case earthquake scenario for all ten counties simultaneously. Therefore, for planning purposes, the estimates listed in Table B-1 represent the worst-case scenario from earthquakes associated with the following:

- Hayward Fault, entire length (Alameda and Contra Costa Counties)
- San Francisco 1906 Earthquake Projections (San Francisco, San Mateo, Santa Clara, and Santa Cruz Counties)
- Healdsburg-Rodgers Creek Fault (Sonoma County)
- West Napa Fault (Napa County)
- Concord-Green Valley Fault (Contra Costa and Solano Counties)
- County-provided own worst-case projections (Marin County).

Table B-1: Projected Peak Shelter Populations by County/Worst-Case Earthquake Scenario

County	Alameda	Contra Costa	Marin	Napa	San Francisco	Total
Total Peak Shelter Population	60,001	7,342	2,500	2,736	63,577	184,198
	San Mateo	Santa Clara	Solano	Sonoma	Santa Cruz	
	13,233	23,194	1,284	9,028	1,303	

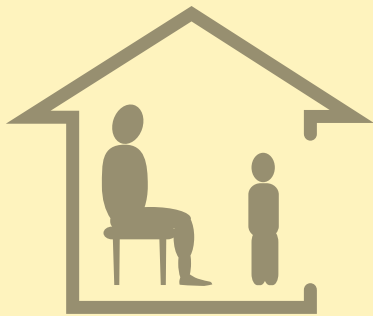
The figures do not include people displaced by secondary incidents, tourists, pre-disaster homeless, commuters, and people who will go to shelters because they do not trust their “green-tagged” homes.

Each county completed the Shelter Resource Needs/Gap Survey within the context of the projections for the aforementioned scenarios, or using their own projections, whichever was greater. The survey was intended to be completed in coordination with each county’s local American Red Cross Chapter or their local Care and Shelter Committee. The survey focused on the highest projected peak shelter populations within each county.





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Appendix C | RECP Care and Shelter Subsidiary Plan

REOC Care and Shelter Branch Director Checklist



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Appendix C – REOC Care and Shelter Branch Director Checklist

REOC CARE AND SHELTER BRANCH DIRECTOR CHECKLIST	
DESCRIPTION	
The Regional Emergency Operations Center (REOC) Care and Shelter Branch coordinates support for agencies responsible for the care and shelter of persons displaced by an emergency or disaster. The State Operations Center (SOC) Care and Shelter Branch prioritizes, coordinates, and distributes resources among regions. The Branch Director monitors regionwide sheltering operations and available resources, and acts as a technical resource for Operational Areas. The position reports to the Operations Section Chief.	
POSITION	
Care and Shelter Branch Director	
CHECKLIST	
The following checklist provides guidelines for successful activation, operation, and demobilization of the Care and Shelter Branch.	
Position Activation	
<input type="checkbox"/>	Check in with Logistics Section and determine workstation location.
<input type="checkbox"/>	Check in with REOC Operations Section Chief and receive briefing on current activation.
<input type="checkbox"/>	Log onto computer, including Response Information Management System (RIMS) and the National Shelter System database, and review current Operational Area care and shelter response activities, resource requests, and status.
<input type="checkbox"/>	Establish and maintain duty log in RIMS for the Care and Shelter Branch.
<input type="checkbox"/>	Establish and maintain communications with Care and Shelter Branches of the SOC and the California Department of Social Services Department Operations Center.
<input type="checkbox"/>	Based on initial briefing, estimate staffing for future operational periods.
<input type="checkbox"/>	Orient staff on their roles and responsibilities.
Operational Activities	
<input type="checkbox"/>	Provide care and shelter priority input to the Operations Section Chief for inclusion in the Incident Action Plan.
<input type="checkbox"/>	Notify Operations Section Chief when the Care and Shelter Branch is fully active.
<input type="checkbox"/>	Prepare and provide care and shelter status briefings, as directed by the Operations Section Chief.
<input type="checkbox"/>	Coordinate the state and Federal mass care resources for the region.
<input type="checkbox"/>	Assist in obtaining Federal resources, as needed, following the request for Federal resources protocol.
<input type="checkbox"/>	Monitor and track all mass care operations throughout the region by maintaining regular contact with the Care and Shelter Branches within the affected Operational Areas.
<input type="checkbox"/>	Assist with the procurement of basic necessities for the population affected by a disaster by ensuring that all open Operational Area care and shelter resource requests are tracked to completion.
<input type="checkbox"/>	Assist with the transition from congregate care to separate family/individual residence by facilitating recovery program information flow between the affected Operational Area, and state and Federal recovery programs.
<input type="checkbox"/>	Monitor Operational Area resource requests, impact projections, and resource availability; coordinate with the American Red Cross and support agencies of the Resource Unit to ensure food, potable water, shelter, and other basic necessities are available.
<input type="checkbox"/>	Evaluate and prioritize mass care requests from affected Operational Areas based on criteria established by the REOC Operations Section Chief and determine appropriate response recommendations.
<input type="checkbox"/>	Report information about special care and shelter concerns to the REOC Director.
<input type="checkbox"/>	Share information with Emergency Support Function (ESF) #6 – Mass Care, Emergency Assistance, Housing, and Human Services, and ESF #14 – Long-Term Community Recovery and Mitigation.
<input type="checkbox"/>	Complete and maintain Branch Status Reports in RIMS as scheduled by the Planning and Intelligence Section.

REOC CARE AND SHELTER BRANCH DIRECTOR CHECKLIST

Shift Change

Provide a turnover briefing to the incoming Care and Shelter Branch Director, including:

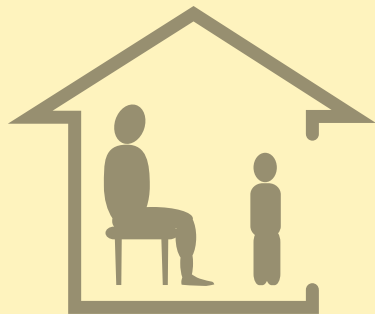
- ☐ Overview of current situation report, including review of key follow up items on the shift duty log with the incoming Director
- ☐ Check status of all missions and pending care and shelter resource requests entered in RIMS
- ☐ Review of the action plan for the next operational period
- ☐ Reporting requirements for the REOC Action Plan
- ☐ Update the Care and Shelter Branch duty log to show turnover complete
- ☐ Sign out of RIMS and log off computer
- ☐ Coordinate checkout of REOC with the Logistics Section.

If this is the last shift for the activation, the following are to be completed:

- ☐ The Demobilization Questionnaire
- ☐ Checkout with the Finance and Administration Section to ensure completion of timesheets, travel expenses, and claim forms.

Position Demobilization

- ☐ Notify counterparts of REOC Care and Shelter Branch closeout.
- ☐ Turn in final reports (including lessons learned and suggestions for improvement) to REOC Operations Section Chief.
- ☐ Ensure work area is cleaned.
- ☐ Transfer outstanding projects to appropriate full-time staff or appropriate Federal/State Joint Field Office staff.
- ☐ Turn in checked out equipment and return to appropriate unit.



Appendix D | RECP Care and Shelter Subsidiary Plan

Resources from Non-Governmental Organizations



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Appendix D – Resources from Non-Governmental Organizations

Table D-1 lists voluntary organizations that are active during a disaster and the resources they provide. The list should be supplemented with contacts for organizations operating in the Coastal Region.

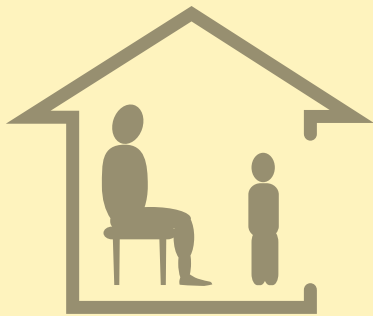
Table D-1: Voluntary Agencies Active During Disaster

Adventist Community Services	Management and warehousing of donated materials
American Red Cross	Shelter operations, feeding, donations management, financial support for victims
Catholic Charities	Case work and monies for services
Christian Reformed World Relief Committee	Debris removal, needs assessment, estimating, reconstruction, community development consulting, and emotional and spiritual care
Church of the Brethren	Child care for survivors
Church World Service	Financing and coordination of interagency community rebuilding
Episcopal Charities	Financial support for families and community recovery projects
Lutheran Disaster Response	Case management, financial information, rebuilding, volunteer management, donations, and equipment loans
Mennonite Disaster Service	Debris removal and reconstruction
Presbyterian Church	Reconstruction of homes, case management, and building materials
Salvation Army	Food, shelter, clothing, and housing assistance
America's Second Harvest Food Bank	Food supplies for feeding operations
Southern Baptist Convention	Debris removal, feeding at shelters, and reconstruction
United Methodist Committee on Relief	Case management training and financial support for individuals and community recovery programs
United Way	Financial support of community agencies active in recovery





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Appendix E | RECP Care and Shelter Subsidiary Plan Critical Action Sheets



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Appendix E – Critical Action Sheets

The critical action sheets contained in Appendix E provide checklists for critical activities that must be undertaken within the context of the Regional Emergency Coordination Plan Care and Shelter Subsidiary Plan. The critical action sheets address the following four topics.

- **Initial Shelter Operations:** outlines the procedures to identify shelter locations throughout the affected and unaffected Operational Areas in Governor's Office of Emergency Services Coastal Region when available shelter sites in the affected jurisdictions are inadequate to meet identified needs. This includes procedures to identify resources, shelter staff, and necessary equipment for around-the-clock shelter operations.
- **Care and Shelter Maintenance and Support:** outlines Regional Emergency Operations Center (REOC) procedures to support Operational Area care and shelter activities.
- **Animal Care and Evacuation:** establishes REOC procedures to assist Operational Areas in providing animal care and handling services for pets and livestock affected by an emergency.
- **Demobilization and Transition To Interim Housing:** outlines procedures for coordinating the smooth transition from sheltering services to interim housing.

The critical action sheets are intended to provide guidance to REOC staff for use during an emergency to facilitate actions necessary for the response. The sheets provide step-by-step instructions with considerations for alternatives for these steps, as appropriate.



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CRITICAL ACTION SHEET FOR INITIAL SHELTER ACTIONS**OBJECTIVE**

- ☐ Identify shelter locations in requesting jurisdictions, or as close as possible in adjacent jurisdictions. If shelter is in another Operational Area, coordinate with the host Operational Area.

USERS

- ☐ Regional Emergency Operation Center (REOC)
- ☐ Care and Shelter Branch Director
- ☐ REOC Operations Section Chief, Care and Shelter Multi-Agency Coordination System (MACS) Group members

APPLICABILITY

- ☐ The initial shelter critical action sheet is used when one or more of the following occurs:
- A disaster of sufficient magnitude occurs such that direct state and Federal shelter management support to supplement local capabilities may be required
 - The REOC Director convenes a Care and Shelter MACS Group or requests an activation of the REOC Care and Shelter Branch
 - An Operational Area requests assistance with the movement or sheltering of disaster victims to an unaffected Operational Area.

REOC CARE AND SHELTER BRANCH ACTIVATION

- ☐ Contact the Logistics Section to ensure adequate staffing for the Care and Shelter Branch.
- ☐ Verify Internet access for email and use of Response Information Management System and the National Shelter System database.
- ☐ Establish status boards to monitor Operational Area shelter activity. Divide the Operational Areas into those that are affected and those that can provide support. Briefly list the major incidents and track care and shelter response.
- ☐ Review the Regional Emergency Coordination Plan (RECP) Mass Care and Shelter Subsidiary Plan and other applicable plans.
- ☐ Log into the National Shelter System database and RIMS and review the Operational Area and agency reports to establish a general sense of the situation.
- ☐ Begin compiling a Regional Care and Shelter Situation Report.

DECISION-MAKING AND COORDINATION

- ☐ Individual jurisdictions have responsibility for sheltering their residents with resource support from non-governmental organizations and the state and Federal Government.
- ☐ When shelters are established, programs that can help residents to recover also should be initiated. Government agencies and private organizations should be involved in the coordination of shelter and recovery issues.
- ☐ The REOC Care and Shelter Branch will coordinate shelter operations resource support for one or more Operational Areas within the OES Coastal Region, under the supervision of the Operations Section Chief and the REOC Director.
- ☐ A Care and Shelter MACS Group, including members from the support agencies identified in the RECP Care and Shelter Plan, OES, and representatives from the Operational Areas, will be formed to discuss solutions to mass care issues that cannot be resolved by currently available response systems.
- ☐ Input for regional mass care coordination will be obtained from Operational Areas.
- ☐ If care and shelter-related requests and actions from multiple affected Operational Areas are in conflict, the REOC Director and the Care and Shelter MACS Group may develop alternate plans to establish timely and appropriate mass care arrangements, and distribute plans to all affected Operational Areas to reach consensus.

CRITICAL ACTION SHEET FOR INITIAL SHELTER ACTIONS

CRITICAL ACTIONS

Collect Information and Assess Situation

- ☐ Gather regional information about care and shelter requirements from Operational Area Emergency Operation Centers (EOCs). The REOC Shelter and Care Branch collects the following initial assessment of mass care needs information from the Operational Areas EOCs:
 - Affected locations, noting jurisdiction/neighborhood
 - Extent of spontaneous shelters and encampments
 - Jurisdictions that have opened shelters – how many, the type of shelter (e.g., level of care), location, current number of occupants, percent of capacity, and current shelter population trends
 - Number of individuals in designated and spontaneous shelter facilities in each Operational Area
 - Jurisdictions planning to open shelters – how many, what type, and where, including information regarding special needs populations, animal care, and related issues
 - Jurisdictions with a shortfall of shelter sites – estimated number of people needing shelter, estimated level of care required, and estimated time required for sheltering
 - Estimated number of people who need services but refuse to enter shelter structures.

- ☐ Once shelters are being established, the REOC must collect the following regional information to project regional resource requirements.
 - The projected critical care and shelter resource shortfalls anticipated in the next 5 to 7 days that may require state or Federal resource support
 - The types of resources that will be needed, including shelter management staff, security, health and mental health care providers, sanitation, and feeding capability
 - Resources anticipated for special needs populations or animal care support
 - Locations of shelters, fixed feeding sites, and distribution sites currently opened or planned to open in the next operational period; track capacity and current usage
 - An estimate of the number of individuals who choose to home-shelter, but come to shelters for meals and other bulk distribution supplies
 - Coordination within the Operational Area EOC with the Transportation Unit to establish transportation support from the affected area to shelters
 - Estimated feeding (fixed and mobile) requirements per day for victims and disaster service workers
 - Coordination with public health departments to ensure the safety of food preparation and handling during the care and shelter response
 - Whether Operational Areas have established special needs shelters, what the primary services requirements are, and whether support is needed from the California Department of Social Services and the REOC Health and Medical Branch
 - Estimated number, locations, and description of special needs populations affected by the disaster
 - Additional support needed for special needs populations
 - Shelters that meet the needs of animal care and the agencies providing service
 - Whether security needs for mass care sites (shelters, food preparation sites, bulk distribution, warehouses, staging areas, etc.) are being met
 - Locations of large numbers of households home-sheltering within each Operational Area
 - Whether utilities are operational (coordinate with the REOC Utilities Branch)
 - If there are utilities outages, the approximate number of households affected and the expected duration
 - If utilities are off, coordinate with the Operational Areas to confirm the need for hygiene stations (portable showers, toilets, and sinks)
 - In coordination with the Operational Areas, an estimate of the quantities of supplies that will be required for distribution sites to support home sheltering
 - With the State Operations Center (SOC), request support from state agencies and the Federal Government for local resources.

Prepare Situation Reports

- ☐ To support care and shelter decisions, the REOC will generate Situation Reports from the above information and forward them to the SOC. The Situation Reports also should include general background information from the Office of Emergency Services (OES) Planning/Intelligence Geographic Information System Unit, State Warning Center, the National Weather Service, and other sources of warning information to estimate the potential of secondary disasters that could affect service delivery.

CRITICAL ACTION SHEET FOR INITIAL SHELTER ACTIONS**Provide Resources to Support Care and Shelter**

Support Operational Area resource needs by:

- Prioritizing and brokering provision of resources from unaffected Operational Areas
- Referring mission task requests to discipline-specific regional mutual aid coordinators (fire, law enforcement/coroner, and health/medical)
- Monitoring resources available from support agencies, state agencies, and agencies in unaffected Operational Areas
- Continuing to track status of care and shelter-related mission task requests until completed
- Providing periodic care and shelter situation status reports to the SOC, including anticipated resource shortfalls.

Public Information

Operational Areas release specific public information about shelters and mass care activities in local jurisdictions. The REOC is kept informed but does not release public information about mass care activities. The SOC coordinates public information.

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CRITICAL ACTION SHEET FOR CARE AND SHELTER MAINTENANCE AND SUPPORT

OBJECTIVES

- | | |
|--------------------------|---|
| <input type="checkbox"/> | Ensure Operational Area care and shelter activities are provided with appropriate resource support until they have fully transitioned to the recovery phase. |
| <input type="checkbox"/> | Ensure Operational Areas are provided access to subject matter experts and other critical resources, as needed. |
| <input type="checkbox"/> | Ensure the State Care and Shelter Branch support agencies are periodically updated on the situation and any anticipated or potential support requirements, including working with the American Red Cross and FEMA to regularly update the National Shelter System database. |
| <input type="checkbox"/> | Ensure the involvement of agencies that can provide recovery resources to shelter residents (e.g., FEMA, non-profit agencies including the American Red Cross, the Salvation Army, and community-based and faith organizations; social services; and public health agencies). |

USERS

- | | |
|--------------------------|---------------------------------------|
| <input type="checkbox"/> | REOC Care and Shelter Branch Director |
| <input type="checkbox"/> | REOC Operations Section Chief |
| <input type="checkbox"/> | Care and Shelter MACS Group Members |

APPLICABILITY

- | | |
|--------------------------|---|
| <input type="checkbox"/> | The care and shelter maintenance and support critical action sheet is used whenever one or more Operational Area activates shelters that are projected to remain open 72 hours or longer, and requests regional resource support. |
|--------------------------|---|

DECISION-MAKING AND COORDINATION

- | | |
|--------------------------|--|
| <input type="checkbox"/> | Coordinate formation of shelter assessment teams and site visits in collaboration with the SOC Care and Shelter Branch, the Medical and Health Branch, and, if the President has declared a disaster, Emergency Support Function (ESF) #6. Ensure that visit information and reports are coordinated with shelter management agencies. |
| <input type="checkbox"/> | The Operational Area is a central source for verified care and shelter service delivery information for the REOC and SOC. |
| <input type="checkbox"/> | Work with affected Operational Areas to evaluate their long-term resource requirements, and determine needed logistical support and intervals to replenish resources. |
| <input type="checkbox"/> | Determine whether the affected Operational Areas will need feeding or bulk distribution support, such as access to Meals Ready to Eat, bottled water, U.S. Department of Agriculture commodities, mobile or field kitchens, and related support. |
| <input type="checkbox"/> | Determine whether the affected Operational Areas need security or sanitation support at care and shelter service sites. |
| <input type="checkbox"/> | Determine whether the affected Operational Areas need access to supplementary shelter space, such as state-owned property, or nonconventional shelter resources, such as tents. |
| <input type="checkbox"/> | Ensure that all resource requests include appropriate transportation and support requirements (e.g., ship-to addresses, site points of contact, and equipment maintenance personnel). |
| <input type="checkbox"/> | Operational Areas are responsible for coordinating distribution of regional resources to jurisdictions within the Operational Area. |
| <input type="checkbox"/> | The REOC Care and Shelter Branch Director will provide daily situation reports to the Care and Shelter MACS Group. |
| <input type="checkbox"/> | The Care and Shelter Branch Director will maintain status of all Operational Area requests, using RIMS. |
| <input type="checkbox"/> | Determine whether the affected Operational Area needs medical/health support for its shelters. |

CRITICAL ACTION SHEET FOR CARE AND SHELTER MAINTENANCE AND SUPPORT

CRITICAL ACTIONS

Collect Information and Assess Situation



Gather information regarding ongoing mass care requirements from Operational Area EOCs, to include:

- Number of shelters, current occupancy, number of new registrations, meals served in the last 24-hour period, number and location of fixed feeding sites, bulk distribution sites, and current mobile feeding program activities
- Secondary disaster risks (e.g., hazardous materials releases, fires, or weakened dams that may require evacuations)
- Monitor the ongoing damage assessment activities (e.g., red-tagging of hotels or large apartment buildings) that may significantly affect care and shelter service delivery demands
- Details regarding service delivery to people with special support needs, such as the location of shelters for medically fragile people and mobility support equipment transportation requirements
- Status of utilities, including availability of electrical power, gas service, and potable water
- Current and projected resource shortfalls
- Summary information about care and shelter activities, which should be provided to the SOC.

CRITICAL ACTION SHEET FOR ANIMAL CARE AND EVACUATION**OBJECTIVES**

- ☐ Coordinate with unaffected Operational Areas and the REOC Resource Unit to provide support to the Operational Areas that do not have sufficient resources for the care and handling of animals, including pets, livestock, and other large animals, during an emergency.

USERS

- ☐ REOC Care and Shelter Branch Director
- ☐ Care and Shelter Support Agencies

APPLICABILITY

- ☐ The animal care and evacuation critical action sheet is used when the Mass Care and Shelter Subsidiary Plan is activated.

DECISION MAKING AND COORDINATION

- ☐ Operational Areas forward requests for animal care and handling support to the REOC Care and Shelter Branch. These requests must contain the following information:
- A summary of unmet needs, including approximate number, type, and current location of animals requiring care, and projected shortfalls in service capability
 - Animal care agencies within the Operational Area providing animal support and activities that are taking place.

CRITICAL ACTIONS**Collect Information and Assess Situation**

- ☐ Monitor the size of the animal population (pets and livestock) requiring care.
- ☐ Identify the types of animals requiring care.
- ☐ Determine whether special care is needed for exotic pets.
- ☐ Support requirements beyond animal food and sheltering (e.g., veterinary care or transportation support).
- ☐ Determine the types of services provided and locations of local animal care resources in the Operational Areas.
- ☐ Determine whether the Operational Area has kennels or a way to secure the animals in separate areas.
- ☐ Determine the availability of original health records for the affected animals.

Provide Resources to Support Care and Shelter

- ☐ Contact each Operational Area to determine their animal care and handling needs and support Operational Area resource needs by:
- Brokering provision of resources from other Operational Areas
 - Tasking state agencies to provide resources (must be approved by the REOC Director)
 - Coordinating support requirements with staff from state and national nonprofit animal care agencies, and developing private options.

Public Information

- ☐ Coordinate with the OES Public Information Officer to provide current information regarding location of animal care and handling sites.
- ☐ If there are not enough agencies to provide the required animal care and handling, coordinate with the Operational Areas to request services from certified veterinarians.

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CRITICAL ACTION SHEET FOR DEMOBILIZATION AND TRANSITION TO INTERIM HOUSING

OBJECTIVES

- ☐ Coordinate with Operational Area, state, and Federal resources to combine and decrease the number of open shelters and transition populations in shelters into interim housing or back into community support systems. Resources will include community-based organizations and other nonprofit agencies that deliver services throughout the region.
- ☐ Coordinate with agencies providing recovery support services should be established early in the care and shelter operation. The sooner recovery services are available to people in shelters, the sooner the community can recover and the shelters can close.

USERS

- ☐ REOC Care and Shelter Branch Director
- ☐ Care and Shelter Support Agencies
- ☐ Joint Field Office

APPLICABILITY

- ☐ This critical action sheet is applicable when shelter population levels off or decreases; no new shelters are being opened; or, following a presidentially declared disaster, Federal resources for interim housing are made available by FEMA.

DECISION-MAKING AND COORDINATION

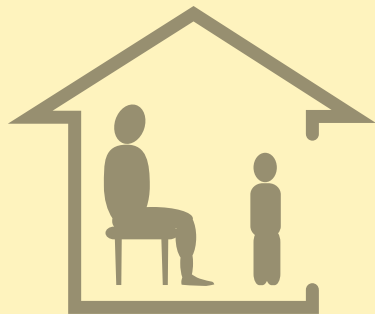
- ☐ It is vital for a smooth transition to ensure that shelter residents are provided the means to request Federal and local assistance. As such, the REOC Care and Shelter Branch coordinates support for affected Operational Areas with the Transportation Branch to ensure adequate resources are available to provide regular, round-trips between shelters and Disaster Recovery Centers established by the state, FEMA, American Red Cross service centers, and local assistance centers.
- ☐ The REOC Care and Shelter Branch coordinates support for affected Operational Areas with Logistics Branches to ensure that telephone systems are available to affected populations to access assistance through the FEMA and the American Red Cross hotlines.
- ☐ Work with the OES Public Information Officer to ensure that client information for state assistance is available in appropriate languages for distribution through care and shelter delivery sites.
- ☐ Ensure that the EOC Care and Shelter Branch staff in affected Operational Areas is part of, and aware of, the local assistance center planning process.
- ☐ If an ESF #6 liaison has been assigned to the REOC, encourage affected Operational Area involvement in the interim housing planning process coordinated by FEMA.

CRITICAL ACTIONS

Collect Information and Assess Situation

- ☐ Continue to monitor shelter occupancy trends to identify potential long-term shelter requirements. Work with the affected Operational Areas to support their transition planning and ensure the overall interim housing planning process considers the potential long-term housing requirement.
- ☐ Work with affected Operational Areas to monitor the use of state care and shelter support resources to ensure that they are released from mass care service when they are no longer needed.
- ☐ Coordinate with the Logistics Branch to determine whether the resources that have been identified for release can be reassigned to support another branch.

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Appendix F | RECP Care and Shelter Subsidiary Plan

Sample Care and Shelter Daily Reporting Form



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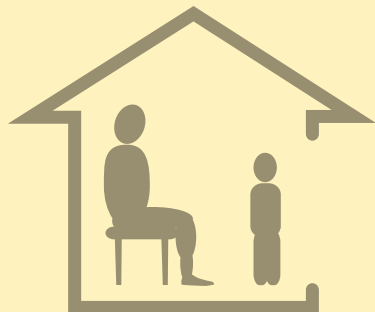
Appendix F – Sample Care and Shelter Daily Reporting Form

Sample Care and Shelter Daily Reporting Form			
Reporting Period: _____			
As determined by the REOC Director and stated in the action plan.			
	Data Elements	Period	To Date
1.	Number of shelters open		
	List each Operational Area with open shelters:		
	1.		
	2.		
	3.		
	4.		
	5.		
	Note: Add rows as needed.		
2.	Number of persons in shelters (specify a standard reporting time)		
	List shelter populations of each Operational Area:		
	1.		
	2.		
	3.		
	4.		
	5.		
3.	Number of fixed feeding sites		
	List shelter populations of each Operational Area:		
	1.		
	2.		
	3.		
	4.		
	5.		
4.	Mobile feeding units		
5.	Meals and snacks served		

Sample Care and Shelter Daily Reporting Form			
6.	Bulk Distribution sites (traditional): paper-products, diapers, clean-up kits, comfort kits		
7.	Bulk distribution sites (non-traditional): camp stoves, cooking supplies, individual/family-size tents, sleeping bags, etc.		
8.	Is each Operational Area ensuring the following areas are being addressed?	Yes	No
	Note: Include only those Operational Areas with open shelters		
8A	Feeding, to include home sheltering, public shelters, and workers		
	1.		
	2.		
	3.		
	4.		
	Note: Add rows as needed.		
8B	Basic first aid at public shelters and for home-sheltering		
	1.		
	2.		
	3.		
	4.		
	Note: Add rows as needed.		
8C	Bulk distribution of needed items and other related services		
	1.		
	2.		
	3.		
	4.		
	Note: Add rows as needed.		
8D	Specifically address special needs populations		
	1.		
	2.		
	3.		
	4.		
	Note: Add rows as needed.		

Sample Care and Shelter Daily Reporting Form			
8E	Provide animal care and handling at shelter locations		
	1.		
	2.		
	3.		
	4.		
	Note: Add rows as needed.		
Comments: Address how the REOC Care and Shelter Branch is supporting each Operational Area. In particular, address each of the questions that received a "No" response.			

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Appendix G | RECP Care and Shelter Subsidiary Plan Care and Shelter Situation Report

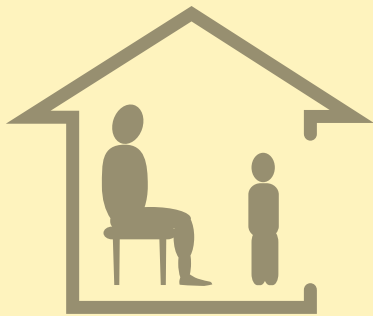


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Appendix G – Care and Shelter Situation Report

Care and Shelter Situation Report					
Report No.		Date:		Time:	
Operational Period		From:		To:	
Nature of Emergency:					
Affected Operational Areas:					
Support Operational Areas:					
Actions Taken (this Operational Period). List details in Remarks Section.					
Declaration of Emergency yes no List each Operational Area that has declared this period				List all Operational Areas that have declared	
New Evacuations yes no					
Number of Shelters open: (this period): _____ (to date): _____					
Assistance Required (this Operations Period).					
Personnel	Number/Skill: (e.g., shelter manager, shelter team, food prep worker, bulk distrib worker)				
Equipment	Type/Number:				
Facilities	Type/Number:				
Is Area ADA Accessible yes no, describe:					
Communications Available yes, how met? no, describe					

Care and Shelter Situation Report
Describe actions taken by community agencies, to include Support Agencies:
American Red Cross:
Salvation Army:
Other:
Other:
Other:
Other:
Remarks (e.g., is The Care and Shelter Situation Stable, Getting Worse, Or Improving):



Appendix H | RECP Care and Shelter Subsidiary Plan Sample Mission Tasking Request



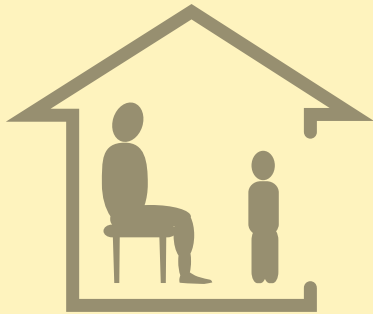
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Appendix H – Sample Mission Tasking Request

Sample Mission Tasking Request					
1.	Request Date/Time:		2.	Operational Area (county):	
3.	Related Incident or Disaster (if any):		4.	Related Incident Name:	
5.	Mission Type:		6.	Desired Arrival Date/Time:	
7.	Threat:		8.	Situation Priority	
9.	Requested Mission:		10.	Incident/Project Order Number:	
11.	Incident Number:		12.	Mission Number:	
Detailed Resource List:					
Request #		Type Resource:		Quantity	Remarks
12a.		b.		c.	d.
13a.		b.		c.	d.
14a.		b.		c.	d.
15a.		b.		c.	d.
16a.		b.		c.	d.
17a.		b.		c.	d.
18.	Requesting Agency:			19.	Service/Support Supplier:
a.	Name:	b.	Position:	a.	Fuel: b. Meals:
c.	Agency:	d.	Phone #:	c.	Water: d. Maintenance:
e.	Fax #:	f.	Alt #:	e.	Lodging: f. Misc.:
20.	Reporting Location			21.	Forwarding Agency:
a.	Address:			a.	Name: b. Position:
b.	Map Ref.:			c.	Agency: d. Phone #:
c.	Lat/Long:			e.	Fax #: f. Alt #:
22.	OES Coordinator:			23.	Responding Agency:
24.	Special Instructions:			25.	Responsible OES Branch/Region:
Duration:					



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Appendix I | RECP Care and Shelter Subsidiary Plan

Care and Shelter Recommendations for 3,000 and 10,000 People



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Appendix I – Care and Shelter Recommendations for 3,000 and 10,000 People

The following information, which is adapted from the American Red Cross Greater Bay Area Earthquake Response Plan, is an example of what may be needed to support care and shelter operations for 3,000 and 10,000 people. The information is not specific to a site. Larger operations will require more than a linear expansion of the numbers in this example. Consideration also should be made for the differences in urban versus suburban shelter operations.

Resource Requirement	Comments	Scenario #1 3, 000 People Needing Shelter	Scenario #2 10, 000 People Needing Shelter
Shelter Sites	Assumes an average shelter population of 500 persons per shelter	Six shelter sites	Twenty shelter sites
Bulk Distribution Sites	One to two separate bulk distribution sites per shelter location	Nine bulk distribution sites	Thirty bulk distribution sites
Meals per Day (at shelters and other service delivery sites)	Assumes at least two hot meals per day for 500 persons per shelter multiplied by two to account for meals at other sites and multiplied by 8% to account for staff	12,900 meals per day	43,000 meals per day
Cots or Sleeping Mats	Assumes one cot or sleeping mat per person in shelter	3,000 cots or sleeping mats	10,000 cots and sleeping mats
Blankets	Assumes one blanket per person in shelter (may need to upgrade to two per person during in cold weather)	6,000 blankets	20,000 blankets
Cambros (specialized storage containers for maintaining proper food temperature)	Two cambros can generally serve 240 meals per day assuming liners are used (entrée and one side; average of 5 oz. serving size)	108 food cambros	359 food cambros
Emergency Response Vehicles (to carry food/beverages)	Based on 500 meals per Emergency Response Vehicle day	Twenty-six Emergency Response Vehicles	Eighty-six Emergency Response Vehicles
Cargo Trucks	For bulk distribution and shelter support; one cargo truck per 500 persons	Six cargo trucks	Twenty cargo trucks
Passenger Vans	For staff transport; one van for every 1,500 persons sheltered	Two vans	Six vans
MRE for Shelter Sites	For the first 3 weeks	189,000 MREs	630,600 MREs
Water Containers (when bottled water is not available)	Standard gallon containers for bulk distribution	3,000	10,000
Comfort Kits	One person in shelter sites per week (for 3 weeks)	9,000 comfort kits	30,000 comfort kits
Generators and Light Strings	Two, 15 to 25 kilowatt generators for every shelter with 500 persons	Twelve generators	Twenty generators
Minimal Shelter Site Staff (see also shelter staff model breakout)	Forty-four per shelter; assumes a shelter with 500 residents; two, 12-hour shifts/day; and food prepared off site	264 shelter staff	880 shelter staff
Food Prep Staff	Twenty food preparation staff persons for every 10,000 meals	Thirteen food prep staff	Forty-three food prep staff
Fixed Feeding Staff	Number of meals per day ÷ 1,000 meals per vehicle/day × two person crew ⁶	Twenty-six fixed feeding staff	Eighty-six fixed feeding staff
Mobile Feeding	Number of meals per day ÷ 500 meals per day, per vehicle, each with a two 2-person crew	Fifty-one mobile feeding crew staff	172 mobile feeding crew staff
Bulk Distribution Staff	Each bulk distribution site requires four mass care workers	Thirty-six mass care staff	120 mass care staff

⁶ Assumes one hot and two cold meals per day dropped off at one time. Requires refrigeration capability at shelter and feeding sites.



Shelter Staff Model Breakout

The following shelter staff model breakout assumes that security and public health support will be provided by the government, and that some residents of shelters will volunteer for tasks:

- Shelter staff – twenty-two per 12-hour shift; based on the situation, additional staff may be needed
- Dormitory – two
- Feeding – four
- Logistical support – one
- Registration and entrance control – six
- Shelter management – two
- Recreation and child care – two (position need is based on the shelter population).
- Janitorial support – three
- Human resources – one
- Communication – one.

Resource Shortfall Strategies

1. Shelter Structures or Space

- Cruise ships or Navy ships docked for housing
- College dorms (during summer)
- Possible use of Treasure Island and piers in the Bay Area
- Tents or other portable structures (resources include the U.S. Forest Service, the California Department of Forestry and Fire Protection, the National Guard, and the Department of Defense)
- Parking garages turned into shelter sites
- Hotel rooms
- Animal structures, including fairgrounds, the zoo, and private facilities.

2. Personnel

- Extensive integration of Operational Area government employees (all employees become disaster service workers), community volunteers, and use of temporary hires of selected shelter residents to help with tasks such as janitorial services.
- The American Red Cross will marshal shelter management and mass care-trained volunteers from around the country through the agency's national Disaster Services Human Resources system.

- The California Department of Social Services can arrange to bring in shelter staff from county social service departments around the state.
- Request personnel from other mutual aid resources at the state and Federal levels (the National Guard and California Conservation Corps are occasionally tasked to support care and shelter operations).
- Outsource the delivery of supplies to shelters, bulk distribution sites, etc., and the purchase of pre-prepared food from local vendors, when available.
- Use National Guard personnel to provide security and logistical support at service delivery sites.
- Use temporary hire staff for clerical, bulk distribution, and kitchen support positions.
- Establish a mentoring program where new community volunteers are provided operational shelter management training, assigned to work with an experienced manager for 2 to 3 days, and then assigned to their own shelter.
- Community volunteers integration – shelter workers registered with Bay Area Volunteer Centers.

3. Equipment and Material

- Cots – initially substitute sleeping pads or foam.
- Blankets – obtain from military and use sleeping bags; produce public service announcements that encourage people coming to shelters to bring their own blankets or sleeping bags.
- Emergency Response Vehicles – used rental cargo vans and small trucks.
- Cambros – use liners to extend use of existing stock and use large ice chests.
- Based on the severity of the incident (and using modeling projections or projections based on similar incidents), submit a request package to state and Federal sources as quickly as possible outlining anticipated resource needs.

MASS FEEDING SITE EQUIPMENT RECOMMENDATIONS

The example below shows what may be needed to support a kitchen facility with the capacity of producing 20,000 meals per day kitchen, and estimates quantities of each equipment item needed to operate for 1 month. The information is not specific to a site and is only presented as an illustration.





Resource	Quantity Needed Per Day	Quantity Needed Per Month
53-foot dry box (a 48-foot dry box can be substituted)	1	2
53-foot Reefer trailer with freezer and refrigeration capability (a 48-foot trailer can be substituted)	2	2
2,000-gallon grey water container	1	1
2,000-gallon fresh water container	1	1
Portable toilets	8	8
3,000-pound rubber-wheeled propane or electric fork lift (5,000-pound rubber-wheeled fork lift is acceptable)	1	1
Pallet Tack (hand)	2	2
40-yard Dumpster (10- to 40-yard range is acceptable)	1	1
Hand Washing Stations	4	4
30-kilowatt Generator (diesel fuel)	1	1
Diesel Fuel	250 gallons	7,650 gallons

