

Marin Operational Area
Catastrophic Earthquake
Mass Care and Sheltering Plan
MARIN OA EOP ANNEX

May 2014

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RESOLUTION NO. 2014-75
RESOLUTION OF THE MARIN COUNTY BOARD OF SUPERVISORS

WHEREAS, a catastrophic disaster of a natural or man-made nature may occur with little or no warning; and

WHEREAS, such a catastrophic disaster will cause overwhelming need for medical care and sheltering of residents and visitors in the San Francisco Bay Area, including many in the Marin Operational Area; and

WHEREAS, the County of Marin strives to provide the best care for impacted residents and visitors; and

WHEREAS, the Marin Operational Area will need to coordinate with regional partners in the event of a catastrophic disaster to provide the best care to impacted residents and visitors; and

WHEREAS, the Marin County Sheriff's Office of Emergency Services, Marin County Department of Health and Human Services, American Red Cross Gateway to the Golden State Region, in cooperation with regional planning experts and local emergency managers, in an effort to identify best practices used in response to the occurrence of natural and man-made disasters, did develop the Marin Operational Area Mass Care and Sheltering Plan.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Supervisors of the County of Marin hereby takes the following action:

Adopts the Marin County Operational Area Mass Care and Sheltering Plan as presented to the Board and attached to this Resolution to be an annex to the Marin Operational Area Emergency Operations Plan (OA EOP).

BE IT FURTHER RESOLVED, by the Board of Supervisors of the County of Marin that the effective date of the Marin Operational Area Mass Care and Sheltering Plan shall be August 19, 2014.


PASSED AND ADOPTED at a regular meeting of the Board of Supervisors of the County of Marin held on this 19th day of August, 2014, by the following vote:

AYES: SUPERVISORS Judy Arnold, Steve Kinsey, Katie Rice, Kathrin Sears,
NOES: NONE
ABSENT: SUPERVISOR Susan L. Adams



PRESIDENT, BOARD OF SUPERVISORS

ATTEST:

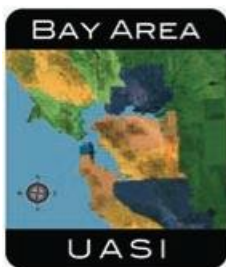


CLERK

Marin Operational Area Catastrophic Earthquake Mass Care and Sheltering Plan DRAFT

May 2014

Prepared for:



Bay Area
Urban Area Security Initiative

With support from:



This project was supported by the California Office of Emergency Services under FY 07/08 RCPGP #2008-CP-T8-0018 awarded by the U.S. Department of Homeland Security.

This document was prepared under a grant from FEMA's National Preparedness Directorate, U.S. Department of Homeland Security. Points of view or opinions expressed in this document are those of the authors and do not necessarily represent the official position or policies of FEMA's National Preparedness Directorate or the U.S. Department of Homeland Security.

This plan has been prepared for the Bay Area Urban Area Security Initiative Approval Authority (Approval Authority) on behalf of the Marin Operational Area. The plan describes the general strategy for emergency response to an incident with regional impact. The plan has been prepared in accordance with the standards of the National Incident Management System, the California Standardized Emergency Management System, and other Federal and State requirements and standards for emergency response plans applicable as of the date of the plan's preparation.

The plan provides guidance only; it is intended for use in further development of response capabilities, implementation of training and exercises, and defining the general approach to incident response. The actual response to an incident, whether at the regional, county, or city level, is dependent upon:

- 1) The specific conditions of the incident, including the incident type, geographic extent, severity, timing, and duration;
- 2) The availability of resources for response at the time of the incident;
- 3) Decisions of Incident Commanders and political leadership; and
- 4) Actions taken by neighboring jurisdictions, the State, and the Federal Government.

These and other factors may result in unforeseen circumstances, prevent the implementation of plan components, or require actions that are significantly different from those described in the plan. The Approval Authority and its contractors; the counties, cities, and other organizations that have participated in plan development; the State; and the Federal Government are not responsible for circumstances related to the implementation of the plan during an incident.

This plan is not applicable outside the Marin Operational Area that comprises the planning area.

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Foreword

The vulnerability of the San Francisco Bay Area to earthquakes is well known. According to the 2008 *Uniform California Earthquake Rupture Forecast*,¹ the probability of a magnitude 6.7 or greater earthquake in the Bay Area within the next 30 years is 63 percent. An earthquake of this magnitude will result in widespread and catastrophic damage.

A catastrophic earthquake in the Bay Area will immediately overwhelm local, regional, and State emergency response capabilities. The region will need massive, rapid support from the Federal Government, other local governments in California, other states, and nonprofit and private-sector organizations. The effectiveness of the region's response will affect the long-term recovery of the region's communities and economy. An effective response will only be possible if comprehensive planning has taken place.

The Federal Government is providing funding under the Regional Catastrophic Preparedness Grant Program (RCPGP) to selected metropolitan areas throughout the United States to plan for catastrophic events; the San Francisco Bay Area is one of these metropolitan areas. The Federal Emergency Management Agency (FEMA) is administering the program. The Bay Area Urban Area Security Initiative (UASI) Program is implementing the RCPGP for 12 counties and two cities² in the Bay Area. For fiscal year 2007/2008, the UASI Program used RCPGP funding to prepare plans in five functional areas: Debris Removal, Mass Care and Sheltering, Mass Fatality, Mass Transportation and Evacuation, and Volunteer Management.

This document, the Marin Operational Area (OA) Catastrophic Earthquake Mass Care and Sheltering Plan (Plan), has been prepared under the RCPGP. Mass care and sheltering is a critical component of the response to an earthquake. A magnitude 7.9 earthquake on the San Andreas Fault will result in an estimated 331,400 people in the 12-county Bay Area region who will need shelter.

This Plan is an annex to the Marin Operational Area Emergency Operations Plan (OA EOP). The Plan is consistent with:

- Applicable local and State plans and requirements: The State of California Emergency Plan, the Marin OA EOP, and the Marin OA Emergency Operations Center (EOC) Manual

¹ Edward H. Field, et al., *The Uniform California Earthquake Rupture Forecast*, Version 2.0 (UCERF 2), (USGS Open File Report 2007-1437, 2008). Available at <http://pubs.usgs.gov/of/2007/1437/>.

² Alameda, Contra Costa, Marin, Monterey, Napa, San Benito, San Francisco, San Mateo, Santa Clara, Santa Cruz, Solano, Sonoma, the City of Oakland, and the City of San Jose.

- The San Francisco Bay Area Regional Emergency Coordination Plan (RECP), including the Regional Catastrophic Earthquake Mass Care and Sheltering Plan and the Regional Catastrophic Earthquake Interim Housing Plan, both of which were developed under the RCPGP as incident-specific subsidiary plans to the RECP
- The San Francisco Bay Area Catastrophic Earthquake Readiness Response Concept of Operations Plan, prepared by FEMA

The Marin County Sheriff's Office of Emergency Services developed the Marin OA Catastrophic Earthquake Mass Care and Sheltering Plan with the participation of the following:

- | | |
|--|--|
| • American Red Cross, Gateway to the Golden State Region | • Center for Volunteer and Non-profit Leadership |
| • Marin County Department of Health and Human Services | • Salvation Army |
| • Marin County Community Development Agency | • Marin Medical Reserve Corps |
| • Marin County Counsel | • West Marin Disaster Council |
| • Marin Humane Society | • City of San Rafael |
| • Marin County Sheriff's Office | • Town of Fairfax |
| • Marin County Fire Department | • Town of San Anselmo |
| • Marin County Disability Access Program | • Town of Ross |
| • Canal Alliance | • City of Sausalito |
| • Marin Center for Independent Living | • Town of Tiburon |
| • Marin Interagency Disaster Council | • City of Belvedere |
| • Marin Disaster and Citizen Corps Council | • City of Larkspur |
| | • City of Novato |
| | • Town of Corte Madera |
| | • Southern Marin Fire District |
| | • Kentfield Fire Protection District |
| | • City of Mill Valley |

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Executive Summary

The Marin Operational Area Catastrophic Earthquake Mass Care and Sheltering Plan (Plan) is a scenario-driven, function-specific operations plan that describes mass care and sheltering, interim housing, and the transition to long-term recovery following a catastrophic earthquake in the San Francisco Bay Area. The Plan is: intended for the Operational Area (OA) including Marin County and all jurisdictions therein; intended to be annexed to the Marin OA Emergency Operations Plan (EOP); an annex to the Regional Catastrophic Earthquake Mass Care and Sheltering Plan (prepared by RCPGP); consistent with the San Francisco Bay Area Regional Emergency Coordination Plan (RECP, prepared by Cal OES); and consistent with the San Francisco Bay Area Earthquake Readiness Response, CONPLAN (prepared by FEMA and Cal OES).

ES-1 Scope

This Plan applies to the Marin OA response to a moment magnitude 7.9 earthquake on the northern segment of the San Andreas Fault. It is applicable to the response during the first year following the earthquake and describes roles and responsibilities, coordination and communication, and OA-level response operations for both mass care and shelter and interim housing.

For information pertaining to the response applying to the 12-county San Francisco Bay Area region, which includes Marin County, consult the Regional Catastrophic Earthquake Mass Care and Sheltering Plan.

Every part of this Plan incorporates the consideration and inclusion of people with access and functional needs. Emergency shelters and interim housing alternatives must be available and accessible to the *whole* affected community, to the greatest extent possible. Achieving this goal requires planning for and accommodating people with a variety of access and functional needs, including needs pertaining to communication, medical care, (maintaining) independence, support, and transportation. Each section of the Plan addresses adequate provision to meet these different types of needs.

Most individuals requiring medical care can be accommodated in general population shelters. Those who require care beyond the capabilities of the established general population shelters, but do not require hospitalization (i.e., those who require care beyond basic first aid or care necessary to maintain the patient's usual level of health while away from home), may be accommodated at a medical shelter. Basic information regarding medical sheltering is available in **Appendix K**; however, further detail on this topic is beyond the scope of this Plan.

ES-2 Catastrophic Nature of the Earthquake

A catastrophic earthquake results in an extraordinary number of casualties and an extraordinary level of damage or disruption that severely affects the population, infrastructure, environment, economy, morale, and government functions of the area in

question, and potentially the nation as a whole. This earthquake may cause structural and non-structural damage to buildings and infrastructure, fires, subsidence and loss of soil-bearing capacity, landslides, hazardous material spills and incidents, dam or levee failure resulting in flooding, and civil disorder. All regional utilities and transportation networks will be significantly affected, and many residential, commercial, and industrial buildings will be destroyed, uninhabitable, or unusable.

ES-3 Roles and Responsibilities in Mass Care and Sheltering

Local, regional, State, and Federal agencies, in collaboration with non-governmental organizations (NGOs) and private-sector entities, are responsible for providing mass care and sheltering services to affected areas. These entities work together to assess the situation; determine priorities for safety assessments at possible shelter locations; open, staff, and operate shelters; request, receive, and distribute resources for use at shelters and other centers for mass care service provision; and coordinate the establishment of evacuation pickup points with other entities directly responsible for transporting people within and out of the affected areas.

ES-3.1 Local Governments and Operational Area (OA)

Local governments (cities and counties) have the primary responsibility for providing care and sheltering for their residents. Each city or town's EOC Logistics and Operations Sections will often spearhead these tasks. City and county housing authorities, planning departments, and public works departments, as well as the Marin County Division of Social Services, are also critical players. The OA supports these agencies by facilitating cross-functional and inter-jurisdictional communications and managing the flow of resource requests to and from Cal OES.

ES-3.2 Regional and State Agencies

Many State agencies have roles in mass care and sheltering; this section focuses on two of the primary agencies, California Office of Emergency Services (Cal OES) and the California Department of Social Services (CDSS). Consult the Regional Catastrophic Earthquake Mass Care and Sheltering Plan for more detailed information.

Cal OES leads the regional-level and the State-level response. The agency coordinates the regional response (including information management and resource distribution), processes information and resource requests between OAs and between OAs and the State, and coordinates mutual aid requests within the region. At the State level, Cal OES manages the State Operations Center (SOC) and/or shares the lead role at the State/Federal Joint Field Office (JFO). Cal OES coordinates care and shelter-related response activities when OAs activate their EOCs post-incident, coordinates the implementation of Federal response operations in the region, and facilitates information exchange with NGOs.

The California Department of Social Services (CDSS), part of the California Health and Human Services Agency (CHHS), co-leads the Care and Shelter Branch at the REOC or

SOC alongside the American Red Cross (ARC). The department also provides resources to assistance centers and OAs and coordinates the State Functional Assessment Services Team (FAST) program, which helps shelters to meet access and functional needs.

ES-3.3 Federal Agency Responsibilities

The Federal Emergency Management Agency (FEMA) plays the primary role in mass care and sheltering at the Federal government level. FEMA coordinates the Federal response and the financial assistance programs available to the State and to local governments.

ES-3.4 Non-Governmental Organizations (NGOs)

Among NGOs involved in disaster response, the ARC is the primary support for the mass care and sheltering function at the local, regional, State, and Federal government levels. The ARC also co-leads the Care and Shelter Branch at the REOC or SOC alongside CDSS. ARC chapters in the affected region may open and operate shelters, provide liaisons at OA EOCs, and provide food, bulk distribution of disaster-related supplies, and other basic provisions. Affected local chapters initiate disaster response, and, as response operations expand, the National Red Cross coordinates resources, staffing, and assets from across the country.

Other critical NGOs include the California Resiliency Alliance, which creates public-private partnerships to strengthen response capabilities, and Voluntary Organizations Active in Disaster (VOAD), which are coalitions of non-profits, FBOs, government, and private organizations. The Marin Interagency Disaster Coalition (MIDC) is the VOAD for Marin County.

ES-4 Roles and Responsibilities in Interim Housing

As the region begins to recover from the immediate effects of the earthquake, the mass care and sheltering response begins to transition into interim housing. Several levels of government, private-sector entities, and NGOs assist in finding interim housing for displaced residents and in consolidating and closing shelters as opportunities develop. These efforts likely occur as part of a larger process for planning housing and economic recovery and may include task force and extensive public-private cooperation.

ES-4.1 Local Governments and the Operational Area

Local government agencies (e.g., housing authorities, planning and zoning departments, building inspectors, departments of community and/or economic development, and public works departments) may be responsible for inspecting housing damage, prioritizing repair or reconstruction, modifying local interim housing zoning and/or temporary housing installation ordinances, modifying ordinances for construction or repair permitting, and establishing Local Assistance Centers (LACs). They will also make and implement long-term recovery plans, help local residents apply for Federal assistance, and apply for Community Development Block Grants and other forms of Federal or State assistance.

The OA coordinates resource requests, per SEMS, and provides a representative to the State-Coordinated Housing Task Force (SCHTF).

ES-4.2 Regional and State Agencies

Cal OES coordinates emergency operations and mutual aid for OAs in the region, including facilitation (through necessary communications and transportation) of the transition of shelter residents into interim housing. The agency works with local governments to establish LACs, which provide individuals with information and recovery assistance from government and non-governmental entities.

The State works with local governments, through a variety of State agencies, to identify interim housing opportunities, implement Federal housing programs, provide technical assistance, and promote redevelopment through supporting public-private partnerships. The lead State agencies in these efforts are described fully in the main text.

Both regional entities and the State will be represented and work with OAs on the SCHTF.

ES-4.3 Federal Agencies

FEMA leads the Federal response to interim housing and long-term recovery. It administers the Individual Assistance Program, which provides financial assistance for rental housing and repair or replacement of primary residences, and it provides temporary housing units or constructs permanent housing units. The agency establishes Disaster Recovery Centers (DRCs), co-located with LACs, to provide information on Federal disaster assistance programs, including Small Business Administration loan programs. FEMA provides technical assistance in community and State planning, recovery, and mitigation grant and insurance programs; it also performs a number of other coordination and support tasks.

Section 3 of the Plan describes the roles of a host of other Federal agencies supporting interim housing operations.

ES-4.4 Private-Sector Entities and NGOs

Private-sector entities, particularly in real estate, construction, insurance, and redevelopment, are important in providing interim housing and facilitating long-term recovery. These entities feature in constructing or repairing housing, identifying development opportunities, providing interim housing directly, and forming partnerships with government agencies and NGOs to provide a smooth and efficient interim housing process.

NGOs, including FBOs, CBOs, and other non-profit entities, have roles in supporting or providing interim housing, including in managing donations, supporting reconstruction efforts, providing community support, conducting referrals, providing financial assistance, and addressing a wide range of needs for stakeholders, including people with access and functional needs.

ES-5 Communications and Coordination

Section 4 of this Plan describes – for mass care and sheltering and for interim housing – incident activation and coordination; information-sharing systems; processes by which local governments request, receive, and coordinate outside resources; and creation, integration, and dispensing of public information.

Coordination and communication in mass care and shelter and interim housing generally follow the hierarchical processes established via SEMS and the function- or discipline-specific mutual aid systems in place. This Plan summarizes these processes as they would exist specifically for this scenario; it distinguishes any special response activities (e.g., complex resource request processes) that would differ during this catastrophic disaster from during a non-catastrophic incident.

ES-6 Operations and Resources in Mass Care and Sheltering and Interim Housing

Section 5 includes operations, resources, and response timeline subsections for both mass care and shelter and for interim housing, which are distinct operations and should be discussed separately. The operations and response timeline subsections, in particular, synthesize the resources, roles and responsibilities, and processes described elsewhere in the Plan, organizing the response according to three levels of operational goals: operational priorities, objectives, and tasks. Operational priorities are the most overarching goals. Objectives are the main activities that must occur and interim goals that must be achieved in order to obtain the operational priorities. Tasks are the individual steps that must be taken by one or more of the entities with roles and responsibilities in sheltering or interim housing, or in both.

The resources sections provide lists of resources (human, material, and informational) that NGOs and other non-profit entities, private-sector entities, and agencies of all levels of government retain at their disposal.

The operations sections describe how the roles, resources, and coordination and communication systems presented are used to perform necessary response tasks, and, in doing so, how they obtain response objectives and high-level operational priorities.

The response timeline presented, one for both mass care and shelter and interim housing, chronologically represents operational priorities, objectives, and tasks over the four phases of response (Earthquake [E] to E + 72 hours; E + 72 hours to E + 14 days; E + 14 days to E + 60 days; E + 60 days to E + 1 year). They are extensive and arranged chronologically so that the approximate sequence of operational response steps can be seen and enacted to achieve an effective response. Entities with primary and secondary responsibilities are named for each task. These tasks are a novel and critical addition to this operational plan; development of these tasks creates a link between local field-level operations guides and the higher-level and mostly conceptual mass care plans currently in place. For this reason, the response timeline is the key product of this Plan.

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1 Introduction

Responding to catastrophic incidents and the hazardous environments they create is exceedingly complex. Preparing for an adequate response places a heavy burden on planners in part because of the need to integrate resources from every level of government and from the community. An earthquake-specific plan includes the standard elements of a traditional Emergency Operations Plan (EOP), but focuses on addressing the impacts of and challenges associated with the earthquake.

The Marin Operational Area (OA) Catastrophic Earthquake Mass Care and Sheltering Plan (Plan) is a scenario-driven, function-specific operations plan for the Marin OA that describes mass care and sheltering and interim housing operations in the aftermath of a catastrophic earthquake on the San Andreas Fault.

1.1 Purpose

The purpose of the Plan is to provide an annex to the Marin OA EOP with a focus on operations for the care and sheltering of individuals who have been displaced by a catastrophic earthquake, including people with disabilities or other access and functional needs. The Plan also addresses the operations associated with providing interim housing for displaced residents.

The Plan provides details for:

- Coordination of government (local, regional, State, and Federal), private-sector, and non-governmental entities that have a role in mass care and sheltering operations
- Staging, command, control, and deployment of State and Federal resources in the Marin OA
- Application of the Incident Command System (ICS) for mass care and sheltering operations

The reader should note that: 1) this Plan is not designed to address corresponding operations following a small, more localized incident that is not catastrophic in nature, as such operations may be quite different and are addressed in other plans at the local and OA level; and 2) the operations described in this Plan, while based on a catastrophic earthquake scenario, are applicable to any catastrophic incident, as the result of any hazard, that generates a need for mass care and sheltering within Marin County.

1.2 Plan Objectives

The objectives of the Plan are to:

- Project the catastrophic impacts of the earthquake
- Define the planning assumptions

- Identify entities with roles in mass care and sheltering operations and define their roles
- Identify entities with roles in interim housing and define their roles
- Describe the resources required for mass care and sheltering or interim housing operations and mechanisms for integrating State and Federal resources into these operations in the Marin OA
- Identify recommended priorities
- Identify recommended time-based objectives to guide response operations
- Establish a response timeline for mass care and sheltering and interim housing operations

1.3 Scope

This Plan describes mass care and sheltering operations in the Marin OA in response to the scenario incident, including the transition to interim housing. The Plan time frame begins with the earthquake and ends one year after the earthquake. All planning and response periods (phases) are given in hours and days after the earthquake (E).

The term “mass care and sheltering,” as used in this Plan, refers to the provision of temporary shelter, mass feeding, bulk distribution, and other needs for people displaced from their residences and to the support that is needed for the transition of the residents into interim housing. The National Disaster Housing Strategy defines “interim housing” as housing assistance between sheltering and the return of disaster victims to permanent housing. Generally, the duration of this period is from the occurrence of the disaster through 18 months post-incident.

Issues related to mass care and sheltering and interim housing that are addressed in the Plan are as follows:

- Providing care and sheltering for people, including people with disabilities or other access and functional needs, who have been displaced by the disaster³
- Providing access to advanced medical care
- Mass feeding
- Bulk distribution of supplies and packaged goods to people outside of shelters
- Addressing animal care when people with animals present themselves at shelters
- Addressing animal care when large animals require support
- Moving inmate populations out of correctional facilities that have been damaged by the earthquake

³ People with access and functional needs are those who may have additional needs in specific functional areas before, during, and after an incident. **Appendix A** clarifies these functional areas.

- Transitioning displaced residents out of shelters into interim housing
- Assisting individuals in meeting their own housing needs through a variety of government assistance programs
- Planning for participation in various task forces regarding housing and long-term recovery
- Developing interim housing plans for the OA

The Plan does not address preparedness activities that may occur before the earthquake or the long-term housing activities that will occur after one year post-incident. **Section 5** (Operations) discusses recovery issues that may extend past this one-year mark.

1.3.1 Nature and Duration of the Scenario Incident

As described in the National Response Framework, a catastrophic incident is any natural or human-caused incident, including a terrorist attack, that results in an extraordinary number of casualties and an extraordinary level of damage or disruption that severely affects the population, infrastructure, environment, economy, morale, and government functions of the area in question, and potentially the nation as a whole.

The scenario used in the development of this Plan is a moment magnitude 7.9 earthquake on the northern segment of the San Andreas Fault. The impacts from the earthquake are catastrophic. Although the shaking from an earthquake and the aftershocks may last only seconds or minutes, recovery can take *decades*. See **Section 2.1** for more information about the scenario incident.

1.3.2 Geographic Scope

The earthquake will have a catastrophic impact on the entire Bay Area region. The planning area for the Regional Catastrophic Earthquake Mass Care and Sheltering Plan includes the cities of San Jose and Oakland and the following 12 counties (also see **Map B-1**): Alameda, Contra Costa, Marin, Monterey, Napa, San Benito, San Francisco, San Mateo, Santa Clara, Santa Cruz, Solano, and Sonoma.

Impacts to these jurisdictions affect local, regional, State, and Federal response and recovery decisions. The counties above will bear direct, significant impacts, impacts from regional disruption of critical infrastructure systems, and/or short- or long-term impacts to the economy. Adjacent counties, such as Mendocino, Sacramento, San Joaquin, and Stanislaus may be affected directly by damage or indirectly by evacuations and other response actions. A moment magnitude 7.9 earthquake will also have significant effects on the rest of California and the nation as a whole.

The Marin OA Catastrophic Earthquake Mass Care and Sheltering Plan pertains to mass care and sheltering and interim housing operations within the Marin OA (see **Map B-2**, showing Marin County).

1.4 Applicability

This Plan is an incident-specific and function-specific annex to the Marin OA EOP.

The Plan is consistent with:

- The Regional Catastrophic Earthquake Mass Care and Shelter Plan and the Regional Catastrophic Earthquake Interim Housing Plan, which are incident-specific subsidiary plans of the San Francisco Bay Area Regional Emergency Coordination Plan (RECP)
- The San Francisco Bay Area Catastrophic Earthquake Readiness Response Concept of Operations Plan (CONPLAN), prepared by the Federal Emergency Management Agency (FEMA)
- The Guide for Shelter Operations after a Disaster, prepared by the Bay Area Urban Area Security Initiative Program (UASI)

1.5 Authorities, Regulations, and Requirements

The following local, State, and Federal authorities, regulations, and requirements apply to the preparation of this Plan and to mass care and sheltering operations that are conducted in the response to a catastrophic earthquake.

1.5.1 Local

Local authorities for emergency response are described in the Marin OA EOP. Additional County authorities, regulations, and requirements that apply specifically to mass care and sheltering and interim housing operations include:

- Chapter 2.99: Emergency Organization and Functions
- Chapter 7.52: Human Habitation of Housecars, Campers, and Trailers

In addition to these County ordinances, local municipalities and special districts may also have their own authorities, regulations, and requirements.

1.5.2 State

As described in the Marin OA EOP, emergency response operations within the Marin OA are conducted in accordance with:

- California Emergency Services Act (G.C. §§ 8550–8660)
- State of California Emergency Plan (G.C. § 8560)
- Standardized Emergency Management System (SEMS)

Additional State-level, function-specific authorities, regulations, and requirements are:

- California Department of Social Services (CDSS) Mass Care and Shelter Plan

- People with Disabilities and Elderly Shelter Annex
- Guidance on Planning and Responding to the Needs of People with Access and Functional Needs (Cal OES)
- Guidance for Evacuee Reception Processing Center Operations (Cal OES)

1.5.3 Federal

Federal operations in support of local and State governments are governed by the following:

- Robert T. Stafford Disaster Relief and Emergency Assistance Act of 1988 (amended 2007)
- U.S. Department of Justice Americans with Disabilities Act (ADA) of 1990 (amended 2008)
- National Response Framework (NRF)
- National Incident Management System (NIMS)

For further Federal guidance, consult:

- Interim Emergency Management Planning Guide for Special Needs Populations (FEMA Comprehensive Preparedness Guide 301)
- ADA Best Practices Toolkit for State and Local Governments, Chapter 7: Emergency Management under Title II of the ADA (2006 and 2007; includes ADA Checklist for Emergency Shelters)
- Guidance on Planning for Integration of Functional Needs Support Services in General Population Shelters (FEMA 2010)

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2 Scenario and Assumptions

This section contains a description of the scenario incident, its projected impacts, and the general and mass care and sheltering assumptions that were used in the development of this Plan.

2.1 Scenario Incident

The scenario incident is a moment magnitude 7.9 earthquake on the northern segment of the San Andreas Fault. The basis for the scenario is a Hazards — U.S. Multi-Hazard (HAZUS-MH) analysis⁴ performed by the Earthquake Engineering Research Institute, with support from the U.S. Geological Survey and the California Office of Emergency Services (Cal OES), beginning in 2005 and modified in 2009 by URS Corporation for the RCPGP.

The characteristics of the scenario incident and its impacts on the region, including Marin County, are as follows:

1. The earthquake occurs in January on a weekday at 1400 hours, Pacific Standard Time.
2. A foreshock precedes the main shock by 20 to 25 seconds. There is no other warning.
3. The main shock lasts 45 to 60 seconds.
4. The epicenter is just outside the entrance to the San Francisco Bay, west of the Golden Gate Bridge.
5. The earthquake ruptures approximately 300 miles of the northern segment of the San Andreas Fault, from the San Juan Bautista area in the south to Cape Mendocino in the north.
6. Shaking is felt in Oregon to the north, Los Angeles to the south, and Nevada to the east.
7. The estimated magnitude is moment magnitude 7.9 with a Modified Mercalli (MM) intensity of VIII (severe shaking/moderate to heavy damage) to IX (violent shaking/heavy damage) in widespread areas of the most severely affected counties. Pockets of the affected counties experience instrument intensity of MM X (extreme shaking/very heavy damage), particularly areas immediately adjacent to the fault and areas where liquefaction is likely to occur. The shaking intensity in Marin

⁴ HAZUS-MH is a loss estimation software program that developed by the National Institute of Building Sciences (NIBS) for FEMA. The version used for this analysis (HAZUS-MH MR3) was developed by NIBS in 2003.

County and the areas where liquefaction is likely to occur in Marin County are shown in **Maps B-3** and **B-4**, respectively.

8. Ground shaking and damage occurs in 19 California counties, from Monterey County in the south to Humboldt County in the north, and into the San Joaquin Valley.
9. Damage is catastrophic in the areas that experience shaking intensities of MM IX and X and high or very high levels of susceptibility for liquefaction (i.e., areas adjacent to the fault in Marin, San Francisco, San Mateo, Santa Clara, Santa Cruz, and Sonoma counties).
10. Counties along the fault outside the Bay Area, such as Mendocino, may sustain damage and require response.
11. Central Valley counties, such as Sacramento and San Joaquin, may be affected immediately by evacuations and other response actions.
12. The rest of California and the nation will be affected significantly by the need to respond; the deaths, injuries, and relocations of people in the Bay Area; economic disruption; and media attention.
13. Threats and hazards resulting from shaking, surface fault rupture, and liquefaction include:
 - Structural and non-structural damage to buildings and infrastructure, including widespread collapse of buildings
 - Widespread fires
 - Subsidence and loss of soil-bearing capacity, particularly in areas of liquefaction
 - Displacement along the San Andreas Fault
 - Widespread landslides
 - Hazardous materials spills and incidents
 - Dam/levee failure resulting in flooding
 - Civil disorder
14. Threats and hazards resulting from the main shock are aggravated or recur during aftershocks, which continue for months after the main shock.
15. The earthquake does not generate a tsunami or seiche, despite its magnitude.
16. Potable water supply systems suffer major damage due to the following:
 - Extensive damage to pipelines from ground deformation
 - Interruption of pumps and treatment due to power outages
 - Damage to treatment facilities, storage facilities, and distribution infrastructure

- Contamination of potable water systems because of damaged lines

The number of households without potable water is provided in **Table 2-1**, based on estimated damage to potable water pipelines and facilities and derived using HAZUS-MH.

17. The earthquake results in massive power outages, and auxiliary power systems and generators are not sufficient to meet critical needs. The number of households without electricity is provided in **Table 2-2**, based on estimated damage to electrical facilities, substations, and distribution circuits.

2.2 General Planning Assumptions

The general planning assumptions that will drive the mass care and sheltering response are:

1. Within 24 hours:
 - The Marin County Board of Supervisors (or Director of Emergency Services, if the Board of Supervisors is not in session) proclaims a local emergency. The Governor of California proclaims a State of Emergency and requests that the President declare a disaster.
 - The President declares a Major Disaster, making Federal assistance available under the Stafford Act.
 - The U.S. Department of Homeland Security and FEMA implement the Catastrophic Incident Supplement to the National Response Framework and begin mobilizing Federal resources.
2. The Cal OES Coastal Region Regional Emergency Operations Center (REOC) is now co-located with the State Operations Center (SOC) in Sacramento. Should extensive damage to building and transportation infrastructure occur at that location, the Regional Duty Officer will immediately assume the functions of the REOC until activation of an alternate REOC. In the event that an alternate REOC cannot be established in the Coastal Region, the Duty Officer will work with the Cal OES Executive Duty Officer to identify an alternate REOC outside of the region. The Regional Duty Officer will provide the Operational Areas (OAs) with contact information for the alternate REOC as soon as possible.
3. On a statewide basis, all elements of SEMS are functional, including communications and mutual aid systems.
4. The response capabilities of and resources belonging to the local governments and the State located in the San Francisco Bay Area are quickly overwhelmed or exhausted.

Table 2-1. Number of households without potable water after the scenario incident.

County	Total Number of Households	Day(s) After Scenario Incident			
		Day 1	Day 3	Day 7	Day 30
Alameda	564,200	465,000	459,800	448,200	341,800
Contra Costa	384,600	105,700	85,700	45,600	NA
Marin	105,300	56,300	48,600	29,300	NA
Monterey	130,300	NA	NA	NA	NA
Napa	50,300	3,900	<100	0	0
San Benito	17,300	NA	NA	NA	NA
San Francisco	358,900	340,100	336,400	326,100	NA
San Mateo	268,000	236,900	234,300	228,100	149,700
Santa Clara	624,700	516,800	512,300	502,700	423,100
Santa Cruz	95,800	16,100	6,500	<100	<100
Solano	140,900	12,500	3,700	<100	<100
Sonoma	182,900	87,800	81,900	69,100	<100
Total	2,923,200	1,841,100	1,769,200	1,649,400	914,900

Source: HAZUS-MH analysis conducted by URS in 2009. The estimates were adjusted, by county, for population increases since 2000.

NA = HAZUS does not present reliable results for these counties

5. A detailed and credible Common Operating Picture cannot be achieved for at least 24 to 48 hours after the disaster. As a result, response activities begin without the benefit of detailed and complete situational or critical needs assessments.
6. First responders, providers of recovery services, and other critical response personnel are personally affected by the disaster and may be unable to report to their posts for days due to damaged transportation infrastructure. First responders who are on duty may be held over for additional shift coverage.
7. Once the President declares a disaster and commits Federal resources, the State and Federal governments establish joint operations to provide assistance to local jurisdictions.
8. Massive assistance, in the form of response teams, equipment, materials, and volunteers, begins to flow toward the region, providing urgently needed resources, but creating coordination and logistical support challenges.

Table 2-2. Number of households without electricity after the scenario incident.

County	Total Number of Households	Day(s) After Scenario Incident			
		Day 1	Day 3	Day 7	Day 30
Alameda	564,200	23,600	13,700	5,400	1,200
Contra Costa	384,600	15,400	9,300	3,700	800
Marin	105,300	3,700	2,400	1,100	200
Monterey	130,300	NA	NA	NA	NA
Napa	50,300	2,000	1,200	500	100
San Benito	17,300	NA	NA	NA	NA
San Francisco	358,900	253,900	161,300	73,100	18,300
San Mateo	268,000	100,100	62,800	27,900	6,800
Santa Clara	624,700	57,100	34,300	14,400	3,400
Santa Cruz	95,800	15,500	9,600	3,900	800
Solano	140,900	5,600	3,200	1,400	300
Sonoma	182,900	60,000	40,400	19,700	5,000
Total	2,923,200	492,200	308,400	139,000	34,300

Source: HAZUS-MH analysis conducted by URS in 2009. The estimates are adjusted, by county, for population increase since the year 2000. For Contra Costa, Napa, and Solano counties, the power loss is not accurately represented in HAZUS-MH and has been taken as an average of losses for Alameda and Marin counties. HAZUS-MH does not provide reliable results for Monterey and San Benito counties, but it can be assumed that there will be some power loss in these counties.

NA = HAZUS does not present reliable results for these counties.

9. Because of damage to transportation infrastructure, out-of-region mutual aid, State and Federal resources, and resources from other states cannot begin to arrive for up to 72 hours.
10. The Marin OA EOC experiences some damage, but is partly operational. All other local government functions are severely compromised or focused entirely on the response to the earthquake.
11. The Marin OA EOC is overwhelmed and challenged to manage the response effectively.

2.3 Mass Care and Sheltering Assumptions

The following discussion outlines the mass care and sheltering assumptions associated with the scenario incident. The assumptions of damage, affected households, and displaced people are primarily from HAZUS-MH, but are supplemented with other available information.

2.3.1 General Demographic Information

Table 2-3 contains relevant demographic information for Marin County.

Table 2-3. Demographic Information for Marin County.

Category	Number/Percent
2009 Population	258,600
Population increase from 2000 to 2009	4.58%
Estimated daily visitors to Marin County	4,200
Number of homeless people	1,800
Limited or non-English speakers (total)	20,700

Sources: 2000 U.S. census, updated to 2009 figures using California Department of Finance data, County Survey 2009, Lodging Services, and URS analysis using visitor totals provided by HVS.

2.3.2 People with Access and Functional Needs

People with access and functional needs⁵ are those who may have additional needs in specific functional areas before, during, and after the scenario incident. These functional areas include, but are not limited to:

- Communication
- Medical care
- Maintaining independence
- Support
- Transportation

See Appendix A for detailed definitions of these categories. Table 2-4 contains the estimated number of people with these needs in Marin County who are expected to seek shelter.

These five categories – often referred to as the CMIST needs – can include unattended children, limited-or non-English-speaking people, people with a wide range of disabilities and medical conditions, some elderly individuals, people in the criminal justice system, and people stranded without transportation far from their residences or a place where they would ordinarily seek shelter.

Most individuals with access and functional needs, including those requiring basic medical treatment, can be accommodated in general population shelters. People who require medical care beyond the capabilities of the established general population

⁵ As described by FEMA in *Interim Emergency Management Planning Guide for Special Needs Populations* (Comprehensive Preparedness Guide 301, 2008).

shelters, but who do not require hospitalization (e.g., people requiring continuous advanced medical care to maintain their usual level of health), will be relocated to a Marin County Department of Health and Human Services-operated medical shelter facility offering necessary acute and continuous care. This Plan does not include provisions to meet the needs of people requiring such levels of medical care.

The State of California has embraced the model of general shelters for all residents except incarcerated populations and those with medical conditions that will require continuous care, as mentioned above (i.e., separate shelters are not designated for those with access and functional needs). Law enforcement takes the lead in providing shelter for people who are currently incarcerated.

Functional Assessment Service Teams (FAST) will be utilized in determining the support and logistical needs of particular shelters for the different categories of people with disabilities and other access and functional needs. Marin County has a local FAST program available for this purpose. If individuals are located at a shelter without the proper considerations available, an effort will be made to provide reasonable accommodation.

Unsupervised minors arriving at shelters are considered within the access and functional needs ‘support’ (formerly ‘supervision’) category. Marin County Children and Family Services will provide support for these individuals.

Many of the low-income communities within Marin County may have greater sheltering needs in the aftermath of a catastrophic earthquake. Some of these communities may also require translation assistance and non-English public messaging.

Table 2-4. Number of people with access and functional needs in Marin County expected to seek shelter after the scenario incident.

Access and Functional Needs Subgroup	Age	Number
Sensory disability	All	100
Physical/mental/self-care disability	5 to 15 yrs	<100
	16 to 64 yrs	300
	>65 yrs	200
Employment disability	16 to 64 yrs	300
Go-outside-home disability ¹	16 to 64 yrs	200
	>65 years	100
Within-county commuters ²	–	1,600
Households without vehicle	–	100
Limited or no English-speaking ability	>5 yrs	350

Sources: URS analysis of U.S. census data, California Health Interview Survey, California Department of Finance, and local chambers of commerce (2009); ARC analysis of data from American Community Survey, 2007-2011.

¹ Person who needs support when outside the home

² Commuters within a county jurisdiction on a typical day

2.3.3 Estimation of General Shelter Demand

An estimated 329,900 people in the region are projected to seek shelter after the scenario incident. Within Marin County, the expected requirements for sheltering are shown in Table 2-5.

Table 2-5. Projected number of displaced households and people needing shelter in Marin County.

Category	Number
Population in 2009	258,600
Displaced households	8,000
Displaced residents	21,600
Displaced residents seeking shelter	4,900 ¹
Homeless/visitors seeking shelter	2,300
Total seeking shelter	7,200²

Source: HAZUS analysis conducted by URS in 2009. The estimates were adjusted, by county, for population increases since 2000.

¹ = The Bay Area ARC presumes that this number (22.7% of displaced residents) is likely an overestimation for the County. The number will likely be closer to 3200, or 15% of displaced residents. The County predicts many residents will shelter in place or seek shelter with friends and family. There may be a lower demand for sheltering in many of the more remote communities in West Marin, for example, but the populations in those communities may still go to the shelter for food and information.

2.3.4 Independent Shelters

Local government should anticipate that shelters managed by various CBOs and FBOs will open within hours following the scenario earthquake to help those in need in their communities. These independent shelters may not be pre-designated by or known to government agencies initially.

Independent shelters should be integrated into the OA's sheltering system and supported to the extent possible. The Care and Shelter Branch (including the ARC) within the EOC will coordinate with these independent shelters to ensure that they meet legal requirements. If the independent shelters cannot meet these requirements, local government may need to consider shutting down their operations or consolidating them with other shelters that do meet them.

2.3.5 Shelter Population Trends

Large numbers of displaced residents will choose not to use shelters and will stay near their properties in vehicles, tents, or other temporary structures; however, with the

projected length of time for restoration of power and water systems, many of these people will choose to relocate to an existing shelter when their own resources are depleted.

Aftershocks and other secondary effects of the earthquake will cause additional damage and increase shelter populations over time. Shelter populations will peak sometime between E+7 days to E+14 days.

2.3.6 Animals Needing Shelter

Animal care is beyond the scope of this Plan; however, planning assumptions do account for people arriving at general shelters with companion animals. ARC-managed and government-managed shelters allow only service animals to accompany their owners into human sheltering facilities. Companion animals are not allowed into human shelters due to public health codes. The Marin Humane Society (MHS) will establish animal shelters to accommodate these companion animals; to the extent that it is possible and safe to do so, MHS will co-locate these animal shelters with human shelters so that pet owners can assist in the care of their pets. The role of the MHS is further described in Section 3.1.4.

2.3.7 Populations in Correctional Facilities

There are two correctional facilities situated in Marin County: a county facility with a capacity of 340, and a State facility with a capacity of 3,100. At the time of writing (January 2013), the county facility's occupancy is currently 280 (82% capacity); the State Department of Corrections gives the current State facility population as 3,900 (126%).

The Marin County Sheriff's Department Custody Division Policy and Procedure Manual provides guidance for the evacuation and management of the County jail population. The California Department of Corrections and Rehabilitation (CDCR) maintains an independent plan for management of State prison populations and staff of their facilities.

2.4 Interim Housing

This Plan includes planning for the OA's provision of interim housing for up to 12 months after the scenario incident. Appendix E provides background information on interim housing issues. The assumptions regarding interim housing are described below.

2.4.1 Demand for Interim Housing

Table 2-6 shows the approximate number of residents who will need some form of interim housing until their housing units are repaired or restored or until the households find alternative permanent housing.

Table 2-6. Projected interim housing needs

County	E+1 Month	E+3 Months	E+6 Months	E+12 Months
Alameda	76,371	62,010	51,852	31,535
Contra Costa	16,438	12,741	10,805	6,934

Table 2-6. Projected interim housing needs

County	E+1 Month	E+3 Months	E+6 Months	E+12 Months
Marin	9,969	8,079	6,744	4,074
Monterey	5,860	3,774	2,923	1,220
Napa	7,289	5,349	4,350	2,351
San Benito	1,003	661	509	206
San Francisco	68,523	54,616	45,138	26,181
San Mateo	33,479	27,331	22,649	13,284
Santa Clara	103,839	84,235	69,987	41,492
Santa Cruz	15,534	11,431	8,988	4,102
Solano	4,892	3,629	3,046	1,880
Sonoma	32,185	25,139	20,394	10,903
Total	372,500	296,800	245,600	143,100

Source: HAZUS analysis conducted by URS in 2009. The estimates were adjusted, by county, for population increases since 2000.

The assumptions for determining the demand for interim housing are:

- The number of households requiring interim housing may be underestimated if the recovery period for critical sewer, water, and energy services takes longer than a few months.
- Interim housing needs will be driven by the timeline to restore damaged housing or construct new housing.
- Housing restoration timelines are highly dependent on the availability of financing; local, State, and Federal assistance; the availability of contractors; and local planning and permitting decisions.
- It is likely that the restoration of some structures will take more than 5 years and resources will not be available to restore all damaged units.
- Approximately 15 percent of households in the Bay Area have earthquake insurance. It is likely that housing restoration resources (insurance, private financing, and Federal grants and loans) will be insufficient to restore all damaged or destroyed housing.
- Due to the number of undocumented workers living in the County, the number of families and individuals displaced by the earthquake may be significantly undercounted.

2.4.2 Interim Housing Planning Assumptions and Considerations

The following assumptions and considerations pertain to interim housing:

- Marin County would like to relocate as few residents as possible while providing interim housing as quickly as possible; however, previous disasters have shown that placing people into suitable interim housing as rapidly as possible has caused them to have to relocate one or more times.
- Access to schools, health care, grocery stores, and other amenities will affect decisions about interim housing.
- Marin County must find a balance between rebuilding in smarter and safer ways and quickly restoring housing units to speed recovery.
- Marin County must ensure accessible interim housing for those with access and functional needs.
- The extensive damage to residential structures from the scenario earthquake occurs in a region that already has a competitive housing market; therefore, the demand for interim housing will far outstrip the supply of units available for rent in the Bay Area region. The assumed restoration timelines, vacancy rates, and displaced households indicate that only 25 percent of the peak housing need could be met by available units within the 12-county area. This proportion would gradually increase as additional housing units were repaired.
- The shortage of housing in the Bay Area is exacerbated by the location of available units relative to the demand for units.
- Due to the fact that the available housing supply will be reduced, rental prices will likely increase, perhaps dramatically. This increase in rental prices will exacerbate the housing challenges that displaced households face, particularly those with relatively low incomes.
- Housing in or near affected communities may initially be provided to first responders and recovery contractors. This need may further exacerbate the housing shortage for displaced households.
- A variety of interim housing strategies may be employed to house displaced families, including short-term solutions (e.g., hotels/motels, dormitories, and smaller interim housing units) and longer-term solutions (e.g., rental housing and larger interim housing units, such as mobile homes).
- Due to the lack of available rental housing in the Bay Area region, tens of thousands of households will require rental housing outside of the Bay Area, and/or interim housing units (e.g., trailers, mobile homes, alternative units) will need to be brought into or constructed in the region.
- Adjoining counties, particularly Sacramento County, offer potential rental resources to displaced Bay Area households. Relocation to Sacramento, however, would offer significant challenges to Bay Area residents, because of the distance from their current residences and places of work.

- Housing assistance may arrive in the form of local, State, Federal, or CBO/FBO rental assistance; hotels/motels; new temporary units; and/or converted commercial space.
- At its peak capacity, FEMA has been able to provide direct housing support for more than 10,000 households per month using interim housing units (such as travel trailers and mobile homes), but this rate of production and installation may take several weeks to achieve and is dependent on the availability of suitable space for interim housing units, the availability of hook-ups to utilities, and the various challenges of installing units in an urban environment.
- Significant numbers of people may permanently move away from the Bay Area. Factors affecting individuals' decisions to permanently relocate include the speed and strength of economic recovery in the Bay Area; the speed with which services, including schools, are restored; the distance from their original housing to which individuals temporarily relocate; and the measures that governments put in place to reduce the impact of future disasters.

3 Roles and Responsibilities

This section of the Plan outlines the roles and responsibilities of local, regional, State, and Federal agencies that are involved in mass care and sheltering and interim housing in the Marin Operational Area (OA) in response to the scenario earthquake (see also **Table 5-3**).

3.1 Mass Care and Sheltering

Mass care and sheltering operations generally include the following:

- Sheltering
- Feeding
- Basic medical care
- Bulk distribution of emergency relief supplies
- Disaster welfare inquiry
- Tracking of affected populations

The information in this section is consistent with the roles and responsibilities identified in the Marin OA EOP. First described is the mass care and sheltering staff structure within the Marin OA Emergency Operations Center (EOC), followed by the agencies and organizations at all levels with roles in mass care and sheltering.

3.1.1 Marin OA EOC Mass Care and Sheltering Staff Structure

Many positions within the OA EOC have roles and responsibilities in mass care and sheltering. In particular, the Care and Shelter Branch of the Operations Section comprises several entities for which care and sheltering is a primary responsibility. **Figure 3-1** illustrates the staff structure described below.

Command Staff

Private Sector Liaison

- Is prepared to conduct outreach to private-sector entities regarding care and shelter objectives and status
- Liaises with private-sector care and shelter resources to fulfill resource requests

Access and Functional Needs (AFN) Liaison

- Liaises with NGOs and private-sector entities that serve people with access and functional needs to identify and fulfill specialized resource requirements
- Works with EOC staff (e.g., PIO, Transportation Branch) to encourage and remind them to make considerations for the whole community

- Provide subject matter guidance to Care and Shelter Branch on access and functional needs

PIO/JIC

- Distributes messaging regarding care and shelter and messaging regarding re-entry procedures for displaced populations
- Coordinates messaging with care and sheltering partners to ensure a common and consistent message is provided
- Supplies public information to volunteers for distribution at shelters, at evacuation points, and door to door
- Works with government-affiliated volunteer organizations, NGOs, and private-sector entities to develop and conduct alternative public outreach strategies, as necessary

Marin Interagency Disaster Coalition (MIDC) Liaison

- Enables MIDC partners (governmental, non-governmental, non-profit, and private-sector) to share vital response-related information
- Communicates and coordinates with the MIDC Executive Committee and MIDC partners, endeavoring to fulfill resource and service needs

Operations Section

Care and Shelter Branch

The Care and Shelter Branch is responsible for care and sheltering operations throughout the OA. The lead agency in the Care and Shelter Branch is the Marin County Department of Health and Human Services (HHS). The American Red Cross (ARC) Unit serves as the lead supporting entity; the Salvation Army and the Building Inspection Department of the Marin County Community Development Agency (CDA) also coordinate closely with this Branch, acting as supporting entities. The Marin County Functional Assessment Service Team (FAST) reports to the Care and Shelter Branch (see **Appendix J** for more information about Marin FAST). HHS and CDA are described in **Section 3.1.3**, and ARC and Salvation Army’s roles are described in **Section 3.1.4**.

Medical/Health Branch

The Medical/Health Branch coordinates and prioritizes requests from local responders and obtains medical/health personnel (including from the Marin Medical Reserve Corps), supplies, and equipment through the Medical/Health Mutual Aid System. The Branch coordinates the establishment and operations of medical care sites, which may be co-located with certain general population shelter facilities. This Branch also includes the Public Health Unit, which coordinates preventive health services and public health activities and information (including provision of medical resources and disease surveillance); and the Environmental Health Unit, which, among other duties, provides

routine inspections of shelter facilities and of kitchens used for mass feeding operations to ensure they meet environmental health codes.

Law Enforcement Branch

The Law Enforcement Branch is responsible for overall evacuation operations to move people and animals into shelter facilities. The Branch comprises two entities with roles in mass care and sheltering: the Marin County Sheriff's Office Unit and the Marin Humane Society, the latter being part of the Other Law Unit (these entities are described below, in **Sections 3.1.3** and **3.1.4**, respectively).

Fire and Rescue Branch

Within the framework of the Fire and Rescue Branch, County Fire actively supports care and shelter operations, as described in **Section 3.1.3**.

Public Works Branch

The Public Works Branch supports care and shelter operations by clearing routes to allow access to shelter facilities and by providing information toward assessments on building and infrastructural integrity and safety (further description in **Section 3.1.3**).

Planning and Intelligence Section

Schools Branch, Marin County Office of Education (MCOE)

The MCOE provides many shelter locations at school facilities (see **Section 3.1.3**).

Logistics Section

Personnel Branch

The Personnel Branch coordinates with the Care and Shelter Branch to staff care and shelter sites, especially drawing on the volunteer resources available through the Center for Volunteer and Nonprofit Leadership (CVNL), and other volunteer agencies. The ARC manages its own volunteers and maintains communication with the Personnel Branch.

Supply Branch

The Supply Branch procures available resources and conveys resource requests that cannot be filled at the OA level to the California Department of Social Services (CDSS). The Branch provides supplies to the Care and Shelter Branch for mass feeding operations.

Transportation Branch

The Transportation Branch leads overall transportation operations, including evacuation and transportation to shelter locations. The Branch also updates public messaging boards regarding transportation to shelters at evacuation points and ensures consistency between the information provided at shelters and evacuation points.

Marin County Department of Parks and Open Space

The Department of Parks and Open Space acts as a supporting entity in the Transportation Branch's efforts to relocate evacuees to shelter facilities (further description in **Section 3.1.3**, below).

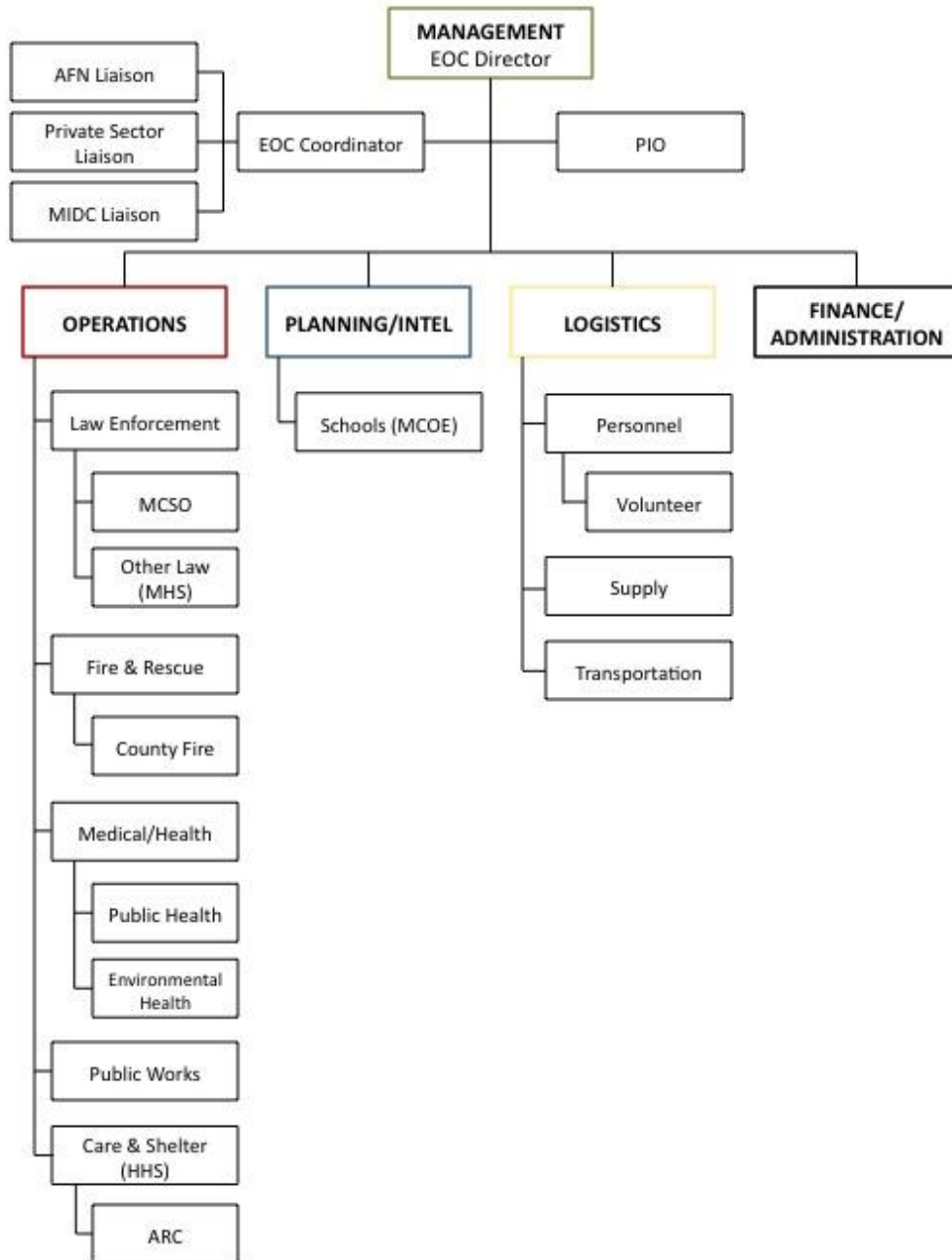


Figure 3-1. Marin OA Mass Care and Shelter EOC Staff Structure.

3.1.2 Local Governments in Marin County

The local governments (cities and towns) in Marin County collaborate with the OA EOC and the Gateway to the Golden State Region of the ARC for the care and sheltering of their residents. The County is responsible for local care and sheltering of County residents living on unincorporated land. The OA is responsible for coordinating the resources and response efforts throughout all jurisdictions in the OA.

3.1.3 Marin County

This section summarizes the roles and responsibilities of County agencies in care and sheltering.

Marin County Department of Health and Human Services (HHS). HHS is the lead agency for all care and shelter operations. The department may activate a Department Operations Center (DOC), if necessary and possible. Throughout the response, HHS coordinates with all local jurisdictions within the county, as well as a number of agencies and NGOs, to accomplish the following:

- Lead shelter operations for the OA in coordination with the ARC and key agencies within local jurisdictions
- Conduct mass feeding operations, in coordination with the ARC and Salvation Army
- Request resources via ARC and SEMS channels, with the support of the Logistics Section
- Oversee and manage (through the Care and Shelter Branch) the Marin County FAST program (in coordination with the State-deployed FAST program, if State assistance has been requested)
 - The FAST program identifies access and functional needs in local shelters, providing a combination of governmental and non-governmental staff to identify people with access and functional needs as they arrive at general population shelters so that those people can be aptly accommodated (see **Appendix J** for further information)
- Establish, as part of Public Health's function, medical shelters and other medical care sites, as necessary, and provide durable medical equipment (DME), consumable medical supplies (CMS), and medication to the extent possible (see **Appendix F**)
- Prepare for incoming evacuees, and activate shelter locations that link to transportation routes and evacuation point locations, in coordination with the Law Enforcement Branch (Operations Section) and Transportation Branch (Logistics Section)
- Coordinate with the JIC to conduct public outreach regarding care and sheltering operations and facilitate information sharing with all pertinent parties

- Help independent shelters meet sheltering standards, as determined by the Department of Public Health and the Department of Environmental Health, and look to integrate them into the overall sheltering system; if that is not possible, work with the Law Enforcement Branch to either disband them or combine the operations of such shelters with those at shelters that do meet standards
- Participate in care and shelter task forces and/or housing task force efforts, as necessary

Marin Medical Reserve Corps (MMRC). The MMRC is a County volunteer organization that is one of many MRC teams across the country. During an incident response, the MMRC reports to the Medical/Health Operational Area Coordinator (MHOAC) in the Medical/Health Branch of the EOC. The corps's function is to augment extant medical systems when those systems may be strained by extraordinarily high patient numbers. The MMRC's top priority is the treatment of those in need of medical assistance post-incident. The Medical/Health Branch may request Corps personnel for a number of roles in the geographically-based branches where they are assigned, including (but not limited to) triaging and/or treating residents arriving at shelters and Field Treatment Sites (FTS), providing treatment at medical shelters, and supplementing hospital staff at government-authorized alternative care sites.

Marin County Sheriff's Office of Emergency Services (MCSO-OES). OES is tasked with opening and facilitating the operations of the OA EOC, where offsite coordination and decision making take place. Further information on Marin OA EOC operations can be found in the Emergency Operations Center Manual.

Marin County Sheriff's Office (MCSO). The MCSO leads overall evacuation operations, working with the Care and Shelter Branch and other entities to open evacuation routes to shelter facilities and facilitate transportation of shelterees to those locations. Specific tasks include the following:

- Plan evacuation routes to shelter locations and connecting transportation end points, in coordination with the Care and Shelter Branch and the Transportation Branch
- Provide traffic control and security at shelter locations
- Conduct field assessment windshield surveys, in coordination with the DPW Branch, to provide building safety and infrastructural damage field intelligence as it pertains to shelter activation decisions
- Coordinate the transportation, evacuation, and alternative sheltering of incarcerated populations, as necessary
- Coordinate with HHS and the Transportation Branch to support the transportation and evacuation of people, including those with disabilities and other access and functional needs, to shelter facilities

- Coordinate with the Marin Humane Society to support the transportation and evacuation of people with companion animals to shelters where their animals will be accommodated
- Move or order the removal of vehicles blocking routes to shelter facilities
- Disband and provide security at shelters that cannot be brought up to health codes and/or sheltering standards through consolidation or ARC and government support
- Provide updates for public messaging to the PIO/JIC pertaining to transportation and evacuation status to shelter locations
- Facilitate and provide security for the transportation of returning populations to recovering areas, in coordination with the Transportation Branch
- Establish and implement re-entry procedures for returning displaced populations, in coordination with HHS

Marin County Community Development Agency (CDA), Building Inspection Department. The Building Inspection Department serves to inspect and assess damaged structures to determine their capacity for safe continued use and occupancy. The department cordons off any shelter structures that pose an immediate threat to public health and safety, and it works with and provides information to HHS and the ARC regarding building safety and appropriate facility usage. In addition, the CDA can request assistance from California's Safety Assessment Program (SAP) to assist in facility safety assessments.

Marin County Department of Public Works (DPW). DPW is responsible for clearing all priority routes to allow shelterees and evacuees access to shelter facilities. The department coordinates with the Law Enforcement Branch to conduct field assessment windshield surveys and to provide field intelligence regarding building safety and infrastructure damage to those making sheltering decisions. The department also coordinates with local jurisdiction EOCs to clear routes that cross between jurisdictions.

Marin County Office of Education (MCOE). Many shelters will be established in school facilities. The MCOE works with the Care and Shelter Branch to facilitate care and shelter objectives.

Marin County Fire Department (MCFD). County Fire provides building safety and infrastructure damage intelligence to those making sheltering decisions and may activate the CERT to support care and shelter objectives. MCFD also provides emergency medical services.

Marin County Department of Parks and Open Space. Parks and Open Space will offer alternative shelter sites and volunteer support where necessary and appropriate and will coordinate with the Law Enforcement Branch to provide traffic control and security to those alternative sites. The department may also conduct public outreach regarding care

and sheltering objectives, in coordination with the JIC, and provide the PIO/JIC with updated volunteer status and information for public messaging.

3.1.4 NGOs

NGOs include CBOs, FBOs, neighborhood health clinics, and food distribution entities. These organizations may expand their normal services to meet increased demand after a disaster, either independently or in coordination with EOC efforts. Their expanded roles in mass care and sheltering may include providing support for displaced individuals and families and community recovery, or managing donations. Some NGOs also have roles in interim housing and the transition to long-term recovery (see **Section 3.2**).

3.1.4.1 American Red Cross (ARC), Gateway to the Golden State Region

The ARC functions as the lead support entity working with HHS as part of the Care and Shelter Branch to coordinate and manage the entire sheltering system, provide feeding to the displaced population, and facilitate bulk distribution of care and shelter supplies. Most of the shelters that will be opened and operated within Marin County will be ARC shelters, and the ARC will lend support to independent shelters in as much as is necessary and possible. Specific ARC responsibilities include the following:

- Open and operate ARC shelters
- Work to support immediate community sheltering operations that are established by ARC-trained community partners in the first hours post-incident
- Lead, staff, and manage registration procedures for incoming shelter populations in ARC shelters, to include the completion of ARC intake forms that will help staff to identify people with access and functional needs and/or those requiring transfer to a medical care facility
- Provide support, when appropriately trained staff members are present, to the Marin FAST to screen incoming shelter residents in order to identify and accommodate people with disabilities and other access and functional needs
- Act as lead support for mass feeding operations, working in collaboration with the Southern Baptists and the Salvation Army
- Assist independent shelters with their public messaging efforts, as necessary and appropriate
- Provide the PIO/JIC with updated care and shelter status and public messaging, and establish and update public messaging exchange boards in shelters
- Provide bulk distribution of supplies, such as cleanup kits, comfort kits, snacks, water, etc.

3.1.4.2 Salvation Army

The Salvation Army's primary role in mass care and sheltering is to work with the ARC and HHS to provide support in mass feeding operations. In addition to this role, the Salvation Army can also provide their own trained and registered volunteers, spiritual and emotional support, and critical incident stress management.

3.1.4.3 Marin Humane Society (MHS)

Through a Joint Powers Agreement with Marin County and local jurisdictions, the MHS provides an ongoing animal services response throughout the disaster period. This response includes animal evacuation, the establishment of animal shelters (co-located with human shelters whenever possible), and providing updated information on animal care and shelter status to the PIO/JIC.

3.1.4.4 Marin Center for Independent Living (MCIL)

MCIL may provide lists of their consumers' names and locations to first responders to ensure that those with access and functional needs within the affected areas receive the assistance and transportation they need to reach nearby shelter facilities. The center also provides consultation regarding meeting the needs of people in shelter facilities and meeting legal sheltering requirements.

3.1.4.5 Center for Volunteer and Nonprofit Leadership (CVNL)

CVNL operates under contract with MCSO-OES to manage the Emergency Volunteer Center (EVC), which serves to connect unaffiliated volunteers to agencies and organizations in need during a disaster response. CVNL works with the ARC to send new volunteers to ARC Volunteer Intake Centers, where they receive necessary training and assignments. CVNL also operates in coordination with MIDC to achieve its objectives.

3.1.4.6 Marin Interagency Disaster Coalition (MIDC)

MIDC, as Marin County's designated Volunteer Organization Active in Disaster (VOAD), cultivates close partnerships with the ARC and other key disaster-related entities. The coalition is a forum where partner entities (governmental, non-governmental, non-profit, and private-sector) share information and coordinate efforts to help serve human and animal needs following a disaster. Coalition members work together to fill the unmet post-disaster needs of the community and share vital information between entities at field level and all sections of the EOC. In addition, MIDC also serves to connect the OA with State- and national-level VOADs, which can also assist in filling resource and service needs.

3.1.4.7 Other NGOs

As other NGOs support local government mass care and sheltering operations, representatives from these organizations may be assigned to the Care and Shelter Branch at the Regional Emergency Operations Center (REOC) to act as organizational liaisons.

Each liaison provides information about his or her NGO's activities in the field and acts as a communication link with the NGO's operational command in order to coordinate response activities and the deployment of resources throughout the region.

3.1.5 Private-Sector Organizations

Private-sector companies and associations, particularly those in construction, engineering, insurance, and real estate, have roles in mass care and sheltering and in interim housing. Their roles in the latter are discussed in **Section 3.2**.

With regard to mass care and sheltering, these organizations work closely with the EOC to provide essential services, such as water, power, communications, transportation, and medical care.

Some of these organizations include Whistlestop Wheels, Marin Airporter, MV Transportation, and Golden Gate Transit. Marin Transit contracts with each of these companies to provide public transportation within Marin County, and each provider is a partner with Marin Transit in providing emergency transportation, including to and from shelter facilities.

3.1.6 Operational Area (OA)

The Marin OA is responsible for emergency response throughout the OA and for coordinating services for all of the County's political subdivisions. The OA supports local governments when their resources are overwhelmed. The OA EOC compiles and consolidates information, response activities, and community needs. As described above, HHS leads the Care and Shelter Branch of the Operations Section of the EOC in close coordination with the ARC (also in the Care and Shelter Branch), the Logistics Section, and the PIO/JIC, and in cooperation with private-sector organizations, NGOs, and other groups working in the cities, in the County, and at the regional level.

3.1.7 Regional and State Agencies

The regional and State agencies that have roles and responsibilities in mass care and sheltering are discussed below.

3.1.7.1 California Office of Emergency Services (Cal OES)

The Cal OES Coastal Region coordinates emergency operations and mutual aid for the State in the Bay Area, in accordance with SEMS and the RECP. The Coastal Region extends from the Oregon border in the north through Monterey County in the south.

Cal OES is the lead agency for coordinating emergency activities related to fire and rescue, management, search and rescue, law enforcement, and public information. As such, it is responsible for:

- Coordinating the delivery of services under the California Disaster Assistance Act
- Maintaining a care and sheltering supply inventory

Other Cal OES roles include:

- Facilitating coordination between local, State, and Federal agencies (particularly FEMA) to ensure the smooth delivery, receipt, and processing of Federal assistance resources
- Activating its regional- and State-level response functions
- Coordinating the provision of mutual aid and mission task State agencies to provide resources to support response and relief operations
- Coordinating with local governments to open Local Assistance Centers (LACs), which provide a single location from which State government assistance programs and other local service programs will help residents transition from shelters to homes or to interim housing
- Coordinating information and resource requests between OAs and between the OAs and the State

3.1.7.2 California Health and Human Services Agency (CHHS)

CHHS is the primary agency for providing State support for local care and sheltering operations. In accordance with the State Emergency Plan, CHHS is the lead agency for California Emergency Function (CA-EF #6, Mass Care, Emergency Assistance, Housing, and Human Services).

3.1.7.3 California Department of Social Services (CDSS)

CDSS is a department of CHHS. Its responsibilities with regard to care and shelter include:

- Leading the coordination of State care and sheltering support for local operations, providing resources (including personnel) to assistance centers, and coordinating with County health and human services agencies
- Coordinating the State-level FAST program, which can send State team members, as needed, to aid in evaluating shelters' capabilities to meet various access and functional needs
- Acting as the co-lead (alongside the ARC) agency for the regional Care and Shelter Branch (at the REOC)

3.1.7.4 Other State Agencies

The California Department of Public Health (CDPH)

- With the California Emergency Medical Services Authority (EMSA), coordinates services for people with medical needs beyond those that can be handled in general population shelters

- Monitors the sanitation of shelter sites, the health of shelter residents, and the safety of food and water in affected areas
- Supports those with medically related access and functional needs within shelter facilities, including by the provision of medication, DME, CMS, and personnel

The California Department of Housing and Community Development

- Provides lists of State-owned facilities available for short-term emergency housing
- Can provide policy and program guidance on housing issues and finance options
- Can act as a liaison to local housing authorities and community-based housing organizations

The California Department of Food and Agriculture

- Coordinates with private-sector organizations dedicated to providing food, water, shelter, and care to animals (including livestock)
- Provides information for human mass care shelters that are currently located at fairgrounds
- Provides food supply lists and emergency food assistance programs

3.1.8 Federal Agencies

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 Federal response to State requests for assistance. In accordance with the National Response Framework, the Federal government organizes its resources according to Emergency Support Functions (ESFs), each of which is led by a Federal agency.

ESF #6 (Mass Care, Emergency Assistance, Housing, and Human Services) implements services and programs to assist individuals and households affected by potential or actual disaster events. As the ESF #6 coordinator and primary agency, FEMA coordinates and leads Federal resources as required to support local, tribal, and State governments and NGOs in the performance of the following missions:

- Mass care: Sheltering, feeding operations, emergency first aid, bulk distribution of emergency items, and collecting and providing information about victims to family members
- Emergency assistance: Meeting needs of individuals, families, and communities beyond traditional “mass care” services; may include support for evacuation; reunification of families; pet evacuation and sheltering; support to specialized, medical, or non-conventional shelters; and coordination of volunteers and donated goods and services

- **Housing:** Assisting or providing rental assistance, repair, replacement, manufactured housing, semi-permanent, and permanent construction, and access to other sources of housing assistance (all under the housing components of the Stafford Act)
- **Human services:** Helping disaster victims to recover their non-housing losses, replace destroyed personal property, and obtain disaster loans, food stamps, crisis counseling, disaster unemployment, case management, and other State and Federal benefits

3.2 Interim Housing and Long-Term Recovery

This section address the roles and responsibilities of local governments, the OA, regional organizations, the state government, the Federal government, private-sector entities, and NGOs related to interim housing and long-term recovery. The information contained in this section is consistent with that presented in the Marin OA EOP Post-Disaster Housing Annex. Roles for specific interim housing-related tasks are detailed in **Table 5-3**.

Interim housing is defined as the intermediate period of housing between sheltering and the return of disaster victims to permanent housing options. During this period, residents may be moved to Tier-One (short-term) temporary housing, which provides a housing solution for up to six months post-disaster, or to Tier-Two (long-term) temporary housing, which provides a housing solution for up to three years. In most cases, an individual or household will first find shelter and subsequently obtain interim housing; however, an individual or household may find an apartment or hotel immediately following an incident, which would also be defined as interim housing.

To identify interim housing alternatives for shelter residents, Marin County staff will form a Post-Disaster Housing Task Force (PDHTF) to accomplish the following:

- Determine the need for short-term and long-term temporary housing, giving appropriate consideration to people with access and functional needs
- Identify and obtain needed resources
- Facilitate the establishment of decentralized housing sites in affected communities, alongside extant transit routes and hubs where possible and practical
- Establish a two-way public information outreach program to keep the displaced population informed of progress and make local agencies aware of the population's needs

If necessary, the County may establish a Post-Disaster Housing Authority to serve as the legal agent for developing and managing housing resources. The Marin OA EOP Post-Disaster Housing Annex describes these bodies and clearly breaks down the actions to be undertaken by the PDHTF.

The assessments and planning undertaken by the PDHTF will largely direct the specific course of the transition to long-term recovery. The rest of **Section 3.2** elaborates on the

basic approach and intention given above and provides information and guidance (including brief descriptions of State and Federal government programs and tradeoffs between housing options) to assist County staff as they approach interim housing and long-term recovery planning.

3.2.1 Local and County Governments and Operational Area

Local governments work with others across the community, in nearby areas, and with the State to identify and address disaster housing needs, including sheltering, interim housing, and permanent housing. Local governments' responsibilities relating to interim housing and long-term recovery include:

- Activating LACs and connecting individuals and families with recovery services, which include interim housing
- Determining the safety and habitability of houses, apartments, and other buildings, and, with the State and Federal governments, assessing damage to facilities
- Working with State and Federal governments to identify housing needs and secure financial assistance for response and recovery
- Developing an interim housing strategy and plans through the SCHTF
- Issuing and enforcing permits for repairs and demolition
- Modifying local zoning, codes, and permitting regulations to enable housing reconstruction and the installation of temporary housing
- Enacting appropriate zoning variances to accommodate business and commercial repairs
- Working with State and Federal governments to identify disaster victims in need of housing assistance and to identify interim housing options, including rental housing, and the locations of community temporary housing sites
- Leading the long-term community recovery effort, including development and implementation of long-term recovery plans

The following County entities, governmental and non-governmental, have roles and responsibilities in planning, providing, and/or assisting with interim housing:

Marin County CDA. The CDA leads the PDHTF and coordinates local, State, and Federal individual and public assistance disaster housing programs, including those managed by the Small Business Administration (SBA) and the Department of Housing and Urban Development (HUD). The agency is responsible for estimating the need for temporary housing and for developing and recommending temporary housing sites to the appropriate governing boards.

CDA, Building Inspection Department. This department serves on the PDHTF. It coordinates the inspection of damaged building and generates detailed reports; establishes criteria for reoccupying damaged buildings; provides technical support to

building owners; coordinates access to licensed contractors reviews and permits permanent repairs; establishes criteria for plan checks and permitting for temporary structures; and reviews the need for temporary exemptions from building codes. The Building Inspection Department also advises the PDHTF on temporary housing site selections.

Marin Housing Authority (MHA). Serving on the PDHTF, the MHA aids in the coordination of local, State, and Federal individual and public assistance disaster housing programs. The authority establishes criteria for determining eligibility for interim housing and develops resources to assist victims in transitioning from emergency shelters to interim housing. The MHA will also coordinate the appointment of caseworkers, as necessary.

Marin County HHS. HHS serves on the PDHTF and coordinates the delivery of social, mental health, public health, and emergency medical services to interim housing residents.

Marin County DPW. DPW serves on the PDHTF, advises on interim housing site selection, and coordinates the development and delivery of services to interim housing sites.

Marin County Sheriff's OES. OES serves on the PDHTF as members are available. OES facilitates coordination with State and Federal disaster relief agencies and CBOs and coordinates the development and adoption of emergency proclamations and ordinances, as necessary.

MCSO. MCSO serves on the PDHTF, advises on site selection and law enforcement and crime prevention issues, and coordinates the delivery of law enforcement and crime prevention services.

MCFD. MCFD serves on the PDHTF, advises on interim housing site selection and fire suppression and safety issues, and coordinates the delivery of fire suppression and emergency medical services.

Marin County Counsel. County Counsel advises on interim housing site selection and any pertinent legal issues, including eminent domain and the State Redevelopment Law. Counsel also expedites the review of loans and contracts to facilitate housing development.

Marin County Department of Parks and Open Space. Parks and Open Space advises on interim housing site selection.

MCOE. MCOE advises on interim housing site selection.

Marin County Economic Commission. This commission advises on interim housing site selection involving property of private companies and represents the needs of employers.

Marin County Auditor-Controller. The Auditor-Controller serves on the PDHTF, reviews the financial budget, tracks expenditures, and coordinates with State and Federal disaster relief programs.

Marin County Community Relations Manager. The Community Relations Manager serves on the PDHTF and conducts outreach to victims, the media, and the general public.

Incorporated Cities and Towns. These jurisdictions serve on the PDHTF as necessary. Their internal departments have the same responsibilities as their corresponding County departments listed above.

Marin OA Recovery Task Force. The committee develops, defines the mission for, and coordinates the overall recovery effort, and it directs the efforts of the PDHTF, as necessary.

MIDC. The coalition utilizes its partners and other connections to provide the OA with necessary resources and services as the OA moves into the interim housing and long-term recovery phases.

In Marin County, the Gateway to the Golden State Region of the ARC is instrumental in transitioning to interim housing operations, as well. The ARC's role is described in Section 3.2.6.

The OA will also participate in the SCHTF, providing information on housing need and supply in the OA, expressing housing solution preferences, and conveying information back to the OA EOC.

Additionally, the OA will play a coordinating role, per SEMS, in requesting resources and coordinating with the State in the initial months following the disaster.

3.2.2 Regional Agencies and Organizations

The Cal OES Coastal Region coordinates emergency operations and mutual aid for the State in the Bay Area, in accordance with SEMS and the RECP.

The Association of Bay Area Governments (ABAG) is a supporting agency for information dissemination and for planning and implementing long-term recovery strategies.

3.2.3 State Agencies

The State has the primary responsibility for assisting local governments in responding to and recovering from a catastrophic such as the scenario earthquake. With regard to interim housing, the State:

- Identifies and expands safe, affordable housing opportunities
- Implements non-emergency Federal aid housing programs, including affordable homeownership and rental opportunities
- Provides technical assistance to local and tribal officials

- Promotes community redevelopment by catalyzing public-private community partnerships

The agencies, departments, divisions, and offices³⁴ listed below have responsibility for some aspect of interim housing following a disaster; additional roles, responsibilities, and authorities may be added following an incident as deemed necessary. For additional information about the roles and responsibilities of State agencies in interim housing, see the Regional Catastrophic Earthquake Interim Housing Plan.

3.2.3.1 Governor of California

The Governor of California:

- Must request an Emergency or Disaster Declaration from the President of the United States in order to initiate Federal disaster housing assistance under the FEMA Individual Assistance Program
- Has the authority, under the California Emergency Services Act, to enter into purchases, leases, or other arrangements with any agency of the United States to create temporary housing units to be occupied by disaster victims and make those units available to any political subdivision for that purpose
- Is authorized to assist any political subdivision to acquire sites necessary for temporary housing
- Is authorized to do all that is required to prepare those sites to receive and utilize interim housing units by advancing or lending any funds
- Is authorized, in conjunction with CHHS, to repurpose civil service State employees to support disaster response efforts
- May make, temporarily suspend, or modify, for up to 60 days, any public health, safety, zoning, or intrastate transportation law, ordinance, or regulation essential to providing temporary housing for disaster victims

3.2.3.2 Cal OES

Cal OES is the lead agency for coordinating overall State agency response to disasters and for assisting local governments in their emergency preparedness, response, recovery, and hazard mitigation efforts. As such, it is responsible for:

- Coordinating the delivery of services under the California Disaster Assistance Act
- Coordinating the State Safety Assessment Program (SAP)
- Managing State disaster recovery programs that provide public and individual assistance to local governments, State agencies, and the public
- Leading the SCHATF

- Facilitating coordination between local, State, and Federal agencies (particularly FEMA) to ensure the smooth delivery, receipt, and processing of assistance resources
- Coordinating the provision of mutual aid and tasking State agencies to provide resource to support response and relief operations
- Coordinating with local governments to open LACs, which will provide a single location from which State government assistance programs and other local service programs will help residents transition from shelters to homes or to interim housing

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3.2.3.3 Business Transportation and Housing Agency

In accordance with the State Emergency Plan, the Business Transportation and Housing Agency is a co-lead (alongside the State and Consumer Services Agency, which is discussed below) for California's Long-Term Recovery Emergency Function.

The two agencies may assign primary and support roles to the departments within their respective agencies that have authorities, capabilities, and resources necessary to meet emergency needs. The assigned roles and responsibilities for agencies under the Long-Term Recovery Function are described below.

Office of Housing and Community Development

The Office of Housing and Community Development:

- Provides lists of State-owned Office of Migrant Services facilities available for emergency short-term housing and NGOs that can provide additional housing facilities and outreach
- Provides policy and program guidance on housing issues and financing options
- Is a liaison to local housing authorities and community housing organizations
- Helps fund sites and facilities for temporary emergency housing
- Oversees and employs expedited procedures for the discharge of program funds to meet emergency conditions in low-income communities through mandated programs
- Allocates and expedites emergency funding made available through Federal housing and community development programs
- Assigns staff to provide safety inspections of housing facilities
- Assists with the reconstruction of manufactured housing facilities
- Assists individuals in completing housing applications
- Identifies necessary changes in building codes to mitigate the effects of disasters

California Department of Real Estate

The California Department of Real Estate:

- Provides support for land use and acquisition for local, State, and Federal housing assistance programs
- Issues and implements State policies and guidelines for rent and real estate price stabilization
- Consults about time-phased resumption of economic stabilization controls by the Federal government

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California Department of Transportation

The California Department of Transportation classifies State property for possible temporary emergency housing sites.

3.2.3.4 California State and Consumer Services Agency (SCSA), Department of Consumer Affairs

Consumer Affairs provides staff to LACs and takes part in the hazard mitigation planning process.

3.2.3.5 SCSA, Franchise Tax Board

The Franchise Tax Board provides personnel and equipment to obtain tax relief for disaster losses.

3.2.3.6 SCSA, Department of General Services

General Services classifies State property for possible temporary emergency housing sites. The department works with Cal OES to create and facilitate plans, including through the creation of mobilization centers and disaster support areas. It coordinates with professional engineering organizations and Cal OES in recruiting, orienting, and training volunteer structural engineers for the SAP.

3.2.3.7 California Health and Human Services Agency (CHHS)

CHHS can call on its personnel and resources during an emergency to address issues related to healthcare, social services, public assistance, and rehabilitation. CHHS also serves as the lead agency for coordinating emergency services relating to care and shelter and to public health and medical services. The agency may assign primary and support roles to those departments within CHHS (including CDSS, see below) that have authorities, capabilities, and resources necessary to meet emergency needs.

3.2.3.8 California Department of Social Services (CDSS)

CDSS is the lead State agency for care and sheltering operations. The CDSS DOC manages the implementation of the department's programs in affected areas. Programs may include housing assistance, financial support, and the provision of equipment for people with access and functional needs. CDSS staffs the SOC or REOC Care and Shelter Branch.

CDSS also administers the State Supplemental Grant Program, providing necessary additional financial support to disaster victims that have already received the maximum level of FEMA Individuals and Households Program assistance. FEMA will automatically transmit disaster assistance applications for aid beyond the maximum IHP assistance to the State Supplemental Grant Program.

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3.2.4 Federal Agencies

The Federal Government provides support for interim housing for victims of disaster under several legislative and executive provisions, the foremost of which is the Stafford Act. The Stafford Act establishes the programs and processes necessary for the Federal government to provide major disaster and emergency assistance to local and State governments, tribal nations, individuals, and other entities. Federal officials can activate the agencies and tasks described below upon request from the governor.

3.2.4.1 FEMA

Under ESF #6 (Mass Care, Emergency Assistance, Housing, and Human Services), FEMA provides leadership to coordinate and integrate Federal housing services efforts, including rental assistance, repairs, loan assistance, factory-built housing, permanent construction, and accessible housing. With regard to this ESF, FEMA:

- Administers the Individual Assistance Program, which provides financial assistance for: temporary rental or government-provided housing, property repairs to a primary residence not covered by insurance, home replacement costs not covered by insurance, and permanent housing constructions costs where no other type of housing assistance is possible
- Leads information dissemination to individuals and public officials about Federal assistance programs
- Develops targeted outreach programs for groups that may need help accessing information, understanding eligibility requirements, and other details
- Establishes Disaster Recovery Centers (DRCs) to provide locations where disaster victims can access information about or receive assistance with FEMA or other disaster assistance programs, including SBA loan programs and rules and rebuilding and repairing property (DRCs may be co-located with LACs)

Under ESF #14 (Long-Term Community Recovery), FEMA is a Coordinator and a Primary Agency. ESF #14 provides Federal support to NGOs, the private sector, and all levels of government in order to enable community recovery. As part of ESF #14, FEMA:

- Coordinates drafting and publishing operational plans and procedures specific to ESF #14
- Represents ESF #14 at interagency planning meetings
- Acts as the primary ESF #14 representative at the JFO

- Provides technical assistance in community and State planning, recovery and mitigation grant and insurance programs, outreach and public education, and natural hazard vulnerability or risk assessments

3.2.4.2 *National Disaster Housing Task Force*

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Additional support may come from the National Disaster Housing Task Force, which is a Federal-level task force that provides focus to Federal, and specifically FEMA's, post-disaster housing efforts. This task force fulfills the following roles:

- **Deliberative planning:** Leads disaster housing contingency planning and preparedness efforts for the Federal government, and oversees implementation of the National Disaster Housing Strategy.
- **Incident response and recovery support:** Advises and provides technical and subject matter expertise to the JFO and SCHTF on such matters as high-level political and interagency issues, communications, educational materials, and training aids.

3.2.4.3 *U.S. Department of Agriculture (USDA)*

The USDA is a primary agency for ESF #14. It provides two different types of loans: emergency farm or farm ownership loans, and natural disaster loans or housing repair loans and grants to low-and very low-income individuals and households.

The USDA Office of Rural Development provides disaster housing assistance through programs ordinarily aimed at increasing economic opportunity for rural Americans. This office's roles and responsibilities following a disaster are to:

- Provide information on currently available and habitable housing units that are USDA financed
- Provide letters of priority entitlement for placement in USDA-financed housing
- Assist eligible recipients to meet emergency housing assistance needs resulting from Presidential emergency or major disaster declarations
- Provide technical support and access for damage assessments and restoration efforts for electric power generation, transmission, and distribution

3.2.4.4 *U.S. Army Corps of Engineers (USACE)*

In addition to its lead role in ESF #3 (Public Works and Engineering), the USACE provides mass care and human services support at FEMA's request. These services may include the inspection, construction, or installation of housing options. USACE can also conduct or provide technical assistance on the expedited repair of damaged homes, to include temporary roofing or other repairs that facilitate reoccupation of minimally damaged structures.

3.2.4.5 U.S. Department of Housing and Urban Development (HUD)

Under ESF #6, HUD facilitates post-disaster mass care and housing initiatives in the following ways:

- Providing access to and information on availability and accessibility of nearby habitable housing units owned or possessed by HUD
- Ensuring that disaster victims who were receiving Section 9 Rental Assistance vouchers pre-disaster are reintegrated into the program
- Providing staff to assist in mass care and housing operations
- Administering the Disaster Housing Assistance Program when funded and requested to do so by FEMA
- Providing financial support to communities through the Community Development Block Grant Program for Disaster Recovery Assistance, which makes grants available that are allocated to local and State governments for community development activities
- Maintaining the National Housing Locator, a web-based clearinghouse of available rental housing that can assist individuals and families, working with HUD, other Federal agencies, and public housing authorities, in finding rental housing after a declared disaster
- Implementing the Federal government's Disaster Housing Assistance Program by working with its network of public housing authorities to provide rental assistance and case management services
- Offering insured mortgages, through lenders approved by the Federal Housing Administration, to disaster victims so they may rebuild substantially damaged or destroyed homes or rehabilitate less damaged homes
- Providing, through the Federal Housing Administration, homeownership opportunities through discounted home sales programs

3.2.4.6 U.S. Department of Veterans Affairs

The Department of Veterans Affairs may:

- Make Veterans Affairs property available to provide shelter space, if requested to do so during a declared emergency
- Provide FEMA a list of all habitable Veterans Affairs-owned housing units that are available for use as interim housing
- Assign representatives to FEMA Disaster Assistance Centers to counsel eligible disaster victims on Veterans Affairs housing
- Assign to FEMA any habitable Veterans Affairs single-family and multiple-family housing units for use as interim housing options

3.2.4.7 Federal Home Loan Mortgage Corporation

The Federal Home Loan Mortgage Corporation (Freddie Mac):

- Provides temporary housing assistance, including direct housing assistance, such as making some real estate-owned units available for lease
- Provides grants to NGOs and other housing organizations that give assistance for rental, purchase, donation, or lease of single-family homes, multi-family units, and manufactured homes
- Provides mortgage relief and assistance to borrowers, including issuance of a temporary moratorium on foreclosures, extension of mortgage relief to members of the National Guard who are on State duty and involved in disaster operations, and provision of mortgage payment forbearance

3.2.4.8 Federal National Mortgage Association

The Federal National Mortgage Association (Fannie Mae) may also offer mortgage relief and assistance, including a temporary moratorium on foreclosures, mortgage payment forbearance, loan modifications, and credit protections.

3.2.4.9 Small Business Administration (SBA)

Through its Office of Disaster Assistance, SBA administers the Disaster Loan Program, which provides low-interest loans to eligible homeowners, renters, businesses, and private nonprofit organizations. Disaster loans are made available to homeowners to repair or replace damaged or destroyed real estate; to both homeowners and renters to repair or replace damaged or destroyed personal property; and to businesses and private nonprofit organizations to repair or replace damaged or destroyed real estate, machinery and equipment, and inventory and other business assets.

The Disaster Loan Program represents the primary form of Federal assistance for the repair and rebuilding of non-farm, private sector disaster losses. As such, disaster loans are the only form of SBA assistance that is not limited to small businesses.

3.2.4.10 Department of Health and Human Services (HHS)

The U.S. Department of Health and Human Services (HHS) is a supporting agency to FEMA under ESF #6, under which HHS:

- Coordinates with ESF #6 lead agencies to ensure that appropriate benefits are delivered to the whole affected population
- Provides human services other than housing, public health and medical services, and veterinary medical services
- Works with FEMA to provide case management services, including financial assistance, through government agencies or qualified nonprofits to eligible individuals to streamline assistance and prevent duplication of benefits

- Provides subject matter expertise, consultation, and technical assistance on disaster-related human services issues, such as child care and working with people with access and functional needs
- Assists medically evacuated patients in family reunification through the National Emergency Family Registry Locator System and the National Emergency Child Locator Center.

3.2.4.11 General Services Administration (GSA)

Under ESF #6, GSA provides resource support, which may include food, shelter, cleaning supplies, comfort kits, first aid supplies, clothing, personal items, emergency transportation, and more. At FEMA's request, GSA can also obtain land leases for housing sites, logistical staging areas, or other required facilities.

3.2.5 Private-Sector Organizations

Private-sector companies and associations, particularly those in the construction, engineering, insurance, and real estate sectors, play important roles in interim housing. MIDC may be of value in connecting decision-makers with such private-sector resource and service providers.

These providers:

- Work closely with local, tribal, State, and Federal officials to provide essential services, such as water, power, communications, transportation, and medical care
- Play key roles in designing, producing, delivering, installing, and maintaining temporary or permanent housing and related critical infrastructure
- Identify ways to quickly repair or replace damaged or destroyed housing, and must be partners in disaster housing efforts

Following a disaster, the first source of assistance for individuals and households to recover housing losses is insurance companies. Those holding insurance must file a claim and receive notification of a settlement before receiving State or Federal financial assistance. Insurance companies are responsible for providing timely assessments of damage for households who file claims and for providing distributions to those households.

Real estate companies and associations may also play a key role in identifying rental resources and other temporary housing solutions.

3.2.6 NGOs

American Red Cross (ARC). In Marin County, the ARC specifically plays an integral role in the transition to interim housing. The ARC serves on the county-level PDHTF and assists in the transition from sheltering to interim housing.

Other NGOs. NGOs include churches, neighborhood health clinics, and food distribution entities. These organizations may expand their normal services to meet increased needs after a disaster, either independently or in coordination with local, State, and Federal efforts. These larger roles may include:

- Providing support for community recovery and displaced individuals and families
- Assisting in the transition from care and sheltering operations to interim housing arrangements
- Managing donations
- Supporting housing reconstruction

NGOs also provide a range of services to address those needs that are wholly or partly unmet by local, State, and Federal governments. These services may include providing:

- Casework
- Financial assistance
- Transportation assistance
- Counseling
- Long-term community planning

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4 Coordination and Communication

This section of the Plan outlines coordination and communication between local, regional, State, and Federal agencies that are involved in mass care and sheltering and in interim housing in Marin County in response to the scenario earthquake.

It is important to note that: 1) this section is designed to outline coordination and communication systems *pertaining to a disaster of catastrophic proportions only*, and that those in place for smaller, more localized incidents are not necessarily reflected in this Plan; and 2) this Plan presents a flexible coordination framework that will be adapted to the requirements of each specific incident. For smaller incidents, the Marin OA EOP Mass Care and Shelter Annex, the Marin OA EOP Post-Disaster Housing Annex, and the Marin OA Emergency Recovery Plan will offer more appropriate guidance.

4.1 Mass Care and Sheltering Coordination and Communication

4.1.1 Incident Organization, Activation, and Management for Mass Care and Sheltering

Government and non-governmental entities will coordinate services and resources among shelters, which will increase in number after the incident, eventually consolidate, and close over time. This section identifies operational control of mass care and sheltering resources.

In the wake of a catastrophe like the scenario earthquake, local government EOCs within the County will activate, and the Marin OA EOC will activate to respond at a county level to coordinate with local, regional, State, Federal, non-governmental, and private entities. The Marin County EOP outlines the process for activation of the Marin OA EOC (hereafter referred to as simply the EOC) and coordination between the EOC and Cal OES. When the EOC is activated, the Care and Shelter Branch Coordinator may activate the Health and Human Services (HHS)/American Red Cross (ARC) MOU, thereby establishing the framework in which HHS will work with ARC to mobilize and manage shelter facilities.

Once the OA EOC is activated and begins to formulate a Common Operating Picture, representatives from the County, local jurisdictions, the ARC, and other relevant entities will discuss shelter establishment and support, taking into account the needs and resources available in all jurisdictions, the location of damage, numbers of affected people, shelter-appropriate facilities, transportation route accessibility, and existing shelters. As a result of this conversation, the ARC and local jurisdictions will select shelter sites, and the Care and Shelter Branch will coordinate shelter establishment and operations with the ARC and local jurisdictions. The OA JIS must also make shelter locations and routes to locations known to the public. Refer to **Appendix H, Figure H-1** and **Figure H-2**, for important detailed information regarding the shelter activation process and the shelter site selection process.

Further detailed guidance on mass care and shelter organization, activation, and management can be found in reference documents from the ARC (e.g., ARC Shelter Handbook and Toolkit for Managing a Shelter), as well as government documents, including the State Emergency Plan, the CONPLAN, the RTEMP, the RECP, the Marin OA EOP, and the Marin OA EOC Operations Manual (see **Annex M** for State and Federal plan summaries).

4.1.1.1 Field-Level Command and Control

All field-level response in Marin County will be coordinated through the command structures in place with responding agencies. The EOC Operations Section Chief will appoint representatives from the available agencies in the County to activate care and sheltering operations in coordination with Marin County HHS and the ARC.

4.1.1.2 Local and County Governments

California's system for incident management and for providing support and resources to local governments (defined under SEMS as all municipalities, including cities, towns, and special districts, but not unincorporated county areas) is governed by SEMS. In accordance with SEMS and NIMS, decisions regarding responding to, and recovering from, an emergency such as a catastrophic earthquake should be made at the lowest level possible. During an incident of the magnitude described in the scenario assumptions of this Plan, some local government roles will be superseded (e.g., the coordination of evacuation operations), and the Marin OA EOC will activate to coordinate response activities across local jurisdictions and unincorporated areas in the County.

In the event of a catastrophic disaster, while HHS may activate a DOC and MHS may activate its own EOC (as necessary and possible), these key entities and others (e.g., the ARC, Salvation Army, MCOE, DPW) will coordinate their efforts in care and shelter through their own representatives within the EOC structure. Some of these entities are represented as part of the Care and Shelter Branch of the Operations Section (see **Figure 3-1**), as part of the Shelter Task Force, and/or as part of the Feeding Task Force, located at the OA EOC (see **Section 4.1.2.2**).

The EOC will coordinate transportation and evacuation at the OA level. Marin Transit, in communication with the Transportation Branch and the Law Enforcement Branch, will work with several private transportation companies in the County to ensure transportation to and between shelter facilities and evacuation points. MCIL will also coordinate with the aforementioned branches to facilitate transportation for people with access and functional needs within the affected areas. Further information regarding transportation to shelter facilities, as well as between evacuation points, can be found in the Marin OA Mass Transportation and Evacuation Plan.

Once shelter needs have been determined, the ARC will submit its own personnel resource requests through the ARC resource chain to procure staff for ARC facilities. For the first few days, ARC may request (through the Medical/Health Branch at the OA EOC)

support from the Marin Medical Reserve Corps (MMRC) for staff and supplies for general population shelters. The Medical/Health Operational Area Coordinator (MHOAC) is responsible for deploying MMRC resources to medical care sites and other locations, as requested (if they are available for this purpose).

Within the OA EOC, the Volunteer Unit Leader first coordinates with the ARC to fill care and sheltering staffing needs, then reaches out to coordinate with CVNL's Emergency Volunteer Center, the County's DSW program, and other volunteer programs to further fill vacant positions. In accordance with its contract with MCSO-OES, in the event of a disaster like the scenario earthquake, CVNL will activate one primary EVC location and other satellite locations, as necessary. CVNL and the ARC will also consider the possibility of establishing EVCs or Volunteer Intake Centers adjacent to shelter locations. If an EVC cannot be established at each shelter and/or ARC Volunteer Intake Center, CVNL aims to provide at least representation at each site.

During a catastrophic incident, local government EOCs and agencies will coordinate with the OA EOC directly to perform other functions including, but not limited to:

- Establishing pickup and destination points
- Establishing shelter locations (in collaboration with ARC) and other mass care sites as they become available (see descriptions of this process in **Section 4.1.1** and in **Appendix H, Figure H-2**)
- Providing information and updates about the condition of the affected local jurisdictions, including damage to transportation networks and areas of high impact
- Providing information about unsafe roadways and road closures in the area
- Providing, to the greatest extent possible, information about the locations of spontaneous evacuee pickup points
- Coordinating the submission of requests for additional mass care and sheltering resources, labor, equipment, supplies, and fuel that will be submitted via SEMS
- Coordinating the submission of any requests for technical assistance for care and sheltering operations (these requests may also be made directly to the ARC)
- Coordinating, with the ARC, the dissemination of information to shelters and to evacuation points
- Issuing and executing evacuation orders
- Facilitating public communications

While *coordination* of care and shelter activities occurs with ARC at the Care and Shelter Branch of the OA EOC, local governments may also contact the ARC Operations Center directly for care and sheltering technical assistance.

As part of their responsibility to provide care and shelter to all residents (i.e., including those who decide not to enter the sheltering system), local governments will work with relevant agencies to establish bulk supply distribution operations. Both the ARC and government entities will distribute supplies. The ARC manages its own distribution of supplies such as blankets and comfort items, cleanup items, flashlights, tarps, certain tools, water, gloves, and protective masks. The Regional Catastrophic Earthquake Logistics Response Plan and the Marin Operational Area Catastrophic Earthquake Logistics Response Annex outline the government's bulk distribution plans and procedures, which include the distribution of commodities such as food, water, and sanitation items.

4.1.1.2.1 Medical Health and Sheltering Operations

A general population shelter can offer basic first aid treatment, assistance with self-care, and community-level nursing when licensed nurses are available; people requiring further medical care will need to seek accommodation either in a medical shelter or another medical care site (e.g., hospital, alternative care site). Whereas mass care falls under the responsibilities of ESF #6 (Mass Care Emergency Assistance, Housing, and Human Services), health and medical services (including medical sheltering) fall under ESF #8 (Public Health and Medical Services); therefore, the full details of the expanded (post-disaster) continuum of medical and health care are excluded from the body of this Plan, but an overview of the continuum is necessary.

General population shelters can accommodate most displaced people, including those with disabilities and other access and functional needs, but they cannot provide continuous medical supervision or life-sustaining or acute medical care. If such services are needed, a patient may be hospitalized. If the existing hospital system is overwhelmed, people requiring hospitalization may be relocated to facilities outside the affected area or to alternative care sites that may be established by the government to accommodate the patient overflow. If a displaced person requires more medical care than what is available in a general population shelter, but does not require hospitalization, he or she may receive necessary treatment at a medical shelter.

As stated in **Appendix H, Figure H-2**, the OA (in close coordination with the ARC) will determine medical care site and shelter site locations as part of the same discussion. The OA may co-locate medical sheltering operations, if established, with a general population sheltering operation for ease of patient and staff transfer, communications, and resource sharing.

See **Appendix K** for further information regarding medical care site types (with a focus on medical sheltering), what kinds of treatment are available at each site type, and the scalability of the medical/health response. See **Appendix F** for a list of medical health emergency use sites in Marin County, as set forth by HHS.

4.1.1.3 Regional, State, and Federal Agencies

Cal OES will activate its regional- and State-level response functions. This action will then trigger the activation of the other State agencies listed in Section 3: Roles and Responsibilities and also activate SEMS and various mutual aid agreements. At the Federal level, FEMA will be activated on the Presidential disaster declaration. The Regional Catastrophic Earthquake Mass Care and Sheltering Plan provides information about the activation of these resources. Even in advance of requests for resource assistance, FEMA will begin to “push” caches into staging areas proximal to the affected region. This process is discussed below.

4.1.2 Information, Coordination, and Resource Requests

This section describes how information about a range of needs and topics is shared between responding agencies and organizations at various levels of government and outside of the government.

4.1.2.1 Information Sharing, Reporting, and Situational Awareness

Information, resource requests, and situational reports will flow between shelters, distribution and evacuation points, local government EOCs, and the OA EOC, as applicable. The flow of information sharing, according to SEMS, can be found in **Appendix I, Figure I-3**. Marin County agencies, local government agencies, and the ARC will initiate the mass care and sheltering response, and government agencies will be responsible for the welfare of displaced residents. Local shelters will generate information about the needs of displaced residents to be shared with the ARC and the Care and Shelter Branch at the EOC. Following the incident, local government and the ARC will determine shelter demand, including:

- How many people need shelter, including estimations of those who have disabilities and other access and functional needs (in coordination with HHS)
- How many facilities are available to provide shelter, with an emphasis on facilities that provide equal access to all residents of the community
- Quantity and availability of supplies to support shelters, including specialized items for identified access and functional needs

The ARC and all other entities collecting intelligence pertaining to sheltering demand and requirements should push that intelligence to the EOC to ensure that the information shared throughout the County and among all entities is consistent. In the meantime, the EOC must also actively seek to collect and verify that intelligence in order to ensure consistency.

The ARC, in cooperation with local jurisdictions and with support from HHS, will open and manage shelters, selecting locations from a list of facilities pre-identified as suitable (the main facilities to be considered are listed in **Appendix E**). As the ARC may not initially be able to access and open certain locations, ARC-trained community partners

may open a shelter and manage it until additional ARC resources are able to reach the area. Independent shelters, unaffiliated with either the ARC or local government agencies and managed by entities that may not have experience in formal care and sheltering response operations, will likely open throughout the County to meet the immediate needs of residents. The EOC will actively seek information about these independent shelters, and all entities with knowledge of such operations should push that information to the EOC so that the ARC can respond to support the facilities' operations in as much as possible.

4.1.2.2 Information, Coordination, and Resource Requests in the Operational Area

The OA will receive situational reports and resource requests from its local governments, primarily through public safety agencies. The Care and Shelter Branches at the Marin OA EOC and at the REOC or SOC will collect reports from NGOs that summarize the organizations' response activities. These reports will include the following (see **Appendix C: Information Collection Plan for Mass Care and Sheltering**):

- Evacuee and shelter resident counts
- Counts of people receiving food or distributed commodities
- Reports of unmet needs and resource shortfalls
- Reports of available resources

Critical issues, such as the support of evacuation points, regional consolidation of shelters, and the transition of residents from regional shelters to interim housing, may require NGO participation in groups comprising multiple relevant agencies and organizations, as initiated by the Care and Shelter Branch in the OA EOC or elsewhere.

Shelters will request resources either directly to the ARC or through the local government EOC (see **Appendix D: Mass Care and Sheltering Resources**). These requests may be filled by the ARC, or they may be filled by governmental resources; the mechanisms for both of these methods are described below. The Care and Shelter Branch will coordinate care and sheltering activities in the County; the ARC is represented in the branch and is an integral part of this coordination. To focus specifically, advise, and act on issues pertaining to sheltering, the Care and Shelter Branch Coordinator may convene a Shelter Task Force, which will operate from the OA EOC. The Care and Shelter Branch Coordinator may also gather a Feeding Task Force (comprising the Care and Shelter Branch, ARC, Salvation Army, Southern Baptists, and/or other key partners) at the OA EOC to coordinate the following feeding-related activities: creating a feeding plan, staffing feeding operations, procuring supplies, setting up feeding areas, maintaining feeding operations, and closing feeding operations. Tasks relating to these feeding activities can be found in the Response Timeline (**Table 5-3**). Further information is available through the ARC and the California Emergency Function (EF) #6 Annex.

If an ARC-managed shelter requires resources that the ARC typically provides, the ARC will attempt to fill the need, passing the request up their internal resource chain, as

appropriate. Should the ARC be unable to fill that request, it will pass the request to government channels. **Appendix I, Figure I-1**, illustrates these processes; **Figure I-3** of the same appendix illustrates the emergency services resource request flow across different levels of government via SEMS.

If a non-ARC-managed shelter requires resources, the request is immediately passed to the local government EOC. If the local government can fill the need, it will do so; if not, it will pass the request on to the OA EOC. The OA will fill the request itself, if possible, or coordinate with the ARC to provide the requested resources. If neither the OA nor the ARC can fill the request, it will pass to higher levels of government, per SEMS. **Appendix I, Figure I-2**, illustrates this process.

Both the ARC and the OA EOC will direct resources to the shelter(s) in need or to a nearby warehouse or staging area for distribution either to a number of local shelters or directly to residents who need support, but choose not to seek out a shelter facility.

4.1.2.3 Coordination with Cal OES and State Agencies

If the OA's resources are fully deployed or expended and cannot meet the needs from County shelters, the OA will make a formal request to the REOC for those resources. When care and sheltering resources are needed:

- The OA EOC contacts the Cal OES Care and Shelter Branch (at the REOC or SOC) to make requests. Each request includes a description of the need, the duration and locations of the needs, and any special conditions or issues involved
- The EOC may also contact the ARC to request additional resources from that larger structure

If residents have medical needs that are beyond the OA's capacity to meet, Cal OES and the Medical Health Mutual Aid System, as described in the Medical Health Subsidiary Plan of the RECP, will evaluate the needs and coordinate all necessary resource requests.

The Cal OES Care and Shelter Branch will respond to OA requests in a number of ways, including any combination of the following actions:

- Directly brokering resources between OAs
- Activating a regional Resource Unit to allocate limited resources and coordinate resource distribution among OAs
- Coordinating with the ARC's Disaster Relief Operation through an ARC liaison
- Coordinating with NGOs and CBOs to fulfill requests
- Requesting resources from the SOC

4.1.2.4 State and Federal Support of Care and Sheltering Operations

CDSS and the ARC co-lead the Cal OES State-level Care and Shelter Branch. The SOC allocates available resources across the region and works within the Emergency

Management Assistance Compact (EMAC) to obtain resources and support from other states. The SOC function is the primary responsible entity for State operations until the Federal-State JFO is established. Separately, CDSS also establishes its DOC. The Care and Shelter Branch forwards requests and mission tasks to the DOC manager. The CDSS DOC:

- Deploys and supervises staff for the Care and Shelter Branch
- Coordinates State agency resources used to support care and sheltering operations
- Coordinates the State FAST program (and can provide additional FAST resources to the Marin FAST program if Marin FAST requests them)
- Identifies sites on State-owned land that are suitable for shelters, feeding sites, and staging areas
- Manages shelter operations in State-managed facilities in the affected region
- Manages State-owned or -possessed property, staff, and materials used for care and sheltering response operations
- Coordinates delivery of State-owned supplies to the OA staging areas

When State resources are exhausted or State capacity exceeded, the SOC will request Federal government assistance. The SOC will convey the request to the FEMA JFO. Under ESF #6, FEMA directs resources from Federal agencies, contractors, and vendors to the State. FEMA fills State resource requests by sending resources from a Federal Operations Staging Area to a State staging area. FEMA delivers supplies requested by the ARC to ARC warehouses and other storage areas.

In addition to commodities and supplies from the State that directly support local government shelters and displaced residents sheltering outside of those facilities, FEMA may also coordinate the deployment of resources to aid the State in assessments of shelter needs, structural safety for use of facilities as shelters, and interim housing alternatives. On notification of the incident, FEMA will immediately “push” pre-existing caches of commodities for disaster relief to staging areas and mobilization centers. FEMA will not deliver the commodities beyond the staging areas until the disaster has been declared and the State requests those resources. State resource requests provide FEMA with information regarding designated State staging areas and points of distribution (PODs) to best reach those in need.

As resources are moved closer to the affected area, resource movement will become more challenging, due to damage to transportation routes and potential gaps in information. The responsible government entities may need to move supplies based on assumptions about the situation status and without an accurate picture of conditions in the affected area.

FEMA will move resources to the State-level staging area that is perceived to be closest to the affected area and with the best available local transportation systems to facilitate

supply distribution throughout the affected area. Likely candidates include Travis Air Force Base in Fairfield and relatively unaffected cities, such as Livermore in eastern Alameda County.

Supplies from FEMA will arrive at State-level staging areas. Upon arrival, FEMA will rely on other entities (e.g., the ARC, National Guard) to further transport those supplies to affected communities: The ARC will take receipt of the supplies and transport them to warehouses the ARC will have leased post-incident near those areas. The National Guard has also previously staffed logistical staging areas, and the Guard's participation in this incident is expected.

The ARC also receives supplies through its own channels. The Logistics Section at the ARC's Disaster Response Operation Headquarters (DRO HQ) may request supplies through selected vendors. These vendors will provide the requested supplies to the ARC's leased warehouses mentioned above or directly to the mass care facilities that require them. The ARC's National Disaster Field Supply Centers (DFSCs), which are permanent supply warehousing facilities, will also send requested resources directly to these leased warehouses for local distribution. The ARC will move supplies from the local warehouses to mass care and shelter facilities based on assessments of local needs. Federal agencies and national-level ARC staff may provide resources to collaborate with the State in making these assessments of supply needs, shelter needs, structural safety for use of facilities as shelters, and interim housing alternatives.

ARC staffing resources typically arrive at ARC DRO HQ or designated staff intake areas prior to assignment to ARC facilities in affected areas.

The Regional Catastrophic Earthquake Mass Care and Sheltering Plan provides additional details regarding State and Federal support of care and sheltering operations.

4.2 Interim Housing and Long-Term Recovery Communications and Coordination

4.2.1 Incident Organization and Management for Housing and Long-Term Recovery

During the immediate aftermath of the earthquake, the emphasis will be on mass care and sheltering; however, as recovery proceeds, there will be a need to transition people out of shelters and into housing situations that are more suitable for long-term occupation. Cal OES will initiate this process, and initially will remain integral to the collection, coordination, and distribution of information and resource requests. As shelters close and people move into the interim housing options below, the rest of the systems described here will become fully operational and sheltering options will be phased out.

To identify and facilitate the provision of interim housing for displaced populations, the California Governor's Office will initiate and establish a State-Coordinated Housing Task Force, which shall be tasked with certain goals. A Governor's representative will convene

the task force, which will include local, regional, State, Federal, and non-governmental entities with expertise and resources to support interim and longer-term housing.

Marin County will need to determine whether and how to participate in the SCHTF, determining:

- Who will represent the County on the task force
- What the reporting and decision-making processes will be
- What the County's priorities and goals will be

4.2.2 Information, Coordination, and Resource Requests for Interim Housing and Long-Term Recovery

Table 4-1 summarizes the collection of information about the demand for interim housing and the locations and amounts of various housing supply options. Critical information necessary to initiate the interim housing mission may include damage assessments, geographic information systems (GIS) modeling, and information from local utilities authorities regarding service limitations and estimates of restoration time frames. Initially, local governments and EOCs, as well as Cal OES, will regularly collect incident information. The OA EOC, by the efforts of and the tools at the disposal of the Planning and Intelligence Section, captures, compiles, and shares that information with all relevant entities within the EOC and in communication with the EOC.

In support of this information collection, Marin OA should:

- Identify the existing housing supply (including rental units, hotels, campus dormitories, federally owned properties [e.g., those owned by the Veterans Administration or USDA], and commercial travel trailer/mobile home parks)
- Identify new housing alternatives (including locations for temporary housing units; for group sites, such as parks and vacant properties; and for private sites, such as space on individuals' properties for temporary housing units)
- Determine housing demand

The OA will then make use of this information to:

- Develop an operational plan for the OA that specifies how interim housing will be delivered and outlines the OA's plan for permanent housing (further guidance for the development of this plan can be found in the Marin OA EOP Post-Disaster Housing Annex and the Marin OA Emergency Recovery Plan)
- Update the plan as both the interim housing and permanent housing operations progress

As the incident progresses, reports will become less frequent and/or will be based on the delivery of products by the SCHTF.

4.3 Public Information for Mass Care and Sheltering

4.3.1 Public Information Systems and Resources

The Marin OA PIO/JIC will coordinate emergency public information efforts with and provide support to other agencies (e.g., Caltrans, Marin Transit, the ARC) to ensure a timely, clear, concise, and consistent message. For transportation and evacuation operations, notifications and message for both the public and response agencies will include State highway system closure information and hazardous materials spills and/or releases procedures.

Once formed, the JIC may distribute public information at the *local* government level when:

- The local jurisdiction is overwhelmed
- Critical information needs to be disseminated quickly
- Multiple response agencies and levels of government are involved in the response effort, and consistent emergency information (e.g., highway and local road closures) is critical

Public notification systems vary in the mechanism of transmission, scope of the message, intended audience, and time of release. Targeted (e.g., Marin County's Telephone Emergency Notification System [TENS]) and broadcast messages (e.g., the Emergency Alert System via broadcast stations on AM radio in the region and cable television that is still functional) generally seek to advise, warn, and inform the public. Informational messages may include content regarding assistance programs and available resources.

Priorities and content for public information and messaging will evolve as the response to, and recovery from, the earthquake proceed. For the purpose of this Plan, general themes for public information and messaging have been defined for three phases: immediate impact (E to E+72 hours), sustained response (E+72 hours to E+14 days), and relief (E+14 days to E+60 days).

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Table 4-1. Critical Information, methodologies and sources, responsible entities, products, and timeline for interim housing operations.

Critical Information	Specific Information Provided	Methodology/Source	Responsible Entity	Product	Timeline
Population/community support impacts	<ul style="list-style-type: none"> Estimated population affected or displaced Number, type, and location of homes affected (destroyed, damaged) Percentage and location of banks, grocery stores, pharmacies, and other community services open and able to meet needs of public Status of transportation system and utilities (e.g., water, electric, sewer) 	<ul style="list-style-type: none"> Predictive modeling GIS Assessment teams Reports from State-level or regional-level Operations Centers, other EOCs News media and other open sources Voluntary agency reports ESF #6 reports Operational Area Initial Damage Estimates PDA Mission Planning Team 	<ul style="list-style-type: none"> SCHTF Operations Local, State, and Federal government 	<ul style="list-style-type: none"> National Emergency Management Information System Individual Assistance (NEMIS IA) module Situation briefing Situation reports SCHTF housing plan—Damage Assessment and Needs Assessment sections 	<ul style="list-style-type: none"> Initial estimate within 12 hours; updates every operational period SCHTF housing plan convened within 2 weeks of the earthquake
Demographics of displaced households	<ul style="list-style-type: none"> Population displaced Demographic breakdown of displaced population, including income levels and number of foreign languages spoken by greater than 1% of the displaced population Characteristics of displaced households, including number of elderly, children, and people with disabilities and other access and functional needs Homeowner insurance data for displaced households 	<ul style="list-style-type: none"> GIS Predictive modeling Commercial products Census data FEMA Assistance Registrations Private-sector insurance data (aggregate level) Preliminary damage assessments Northern California VOAD and local NGO assistance data 	<ul style="list-style-type: none"> SCHTF/Planning 	<ul style="list-style-type: none"> Jurisdiction profiles GIS analysis Regional analysis and summary SCHTF housing plan: damage assessment and needs assessment Joint Housing reports—Preliminary housing projections through the housing scoping tool 	<ul style="list-style-type: none"> Limited initial information no later than 12 hours after the earthquake SCHTF convened within 2 weeks of the earthquake Joint Housing reports within 8 weeks of the earthquake
Interim housing operations	<ul style="list-style-type: none"> Priority housing populations (e.g., police officers, fire suppression personnel, key local industries) Location and supply of existing rental housing (available, habitable rental housing) Location of private sites Location, condition, and availability of commercial sites Locations and estimated space capacity of community sites Relocation requirements and resources Anticipated requirements for Federal resources 	<ul style="list-style-type: none"> EOC/Coordination Center reports Rapid needs assessment team reports Community relations field reports ESF reports Elected officials SCHTF Projected housing requirements (FEMA) Temporary housing units available (FEMA) Contractor personnel install capabilities (FEMA) Commercial site locations and space capacity data (State of California) Community site locations (Operational Areas) 	<ul style="list-style-type: none"> SCHTF/Operations 	<ul style="list-style-type: none"> Situation briefings Situation reports GIS products SCHTF housing plan: available resources, concept of operations, and recommendations 	<ul style="list-style-type: none"> Initial assessment within 2 weeks of the earthquake; updated every 7 days
Potential housing issues and housing resource shortfalls	<p>Actual or potential resource shortfalls in the affected counties, including:</p> <ul style="list-style-type: none"> Housing resource shortfalls Shortfalls in contracting or construction support sources Limitations in the restoration of utilities or other wrap-around resources Permitting and land use restrictions 	<ul style="list-style-type: none"> Cal OES Operations Centers or Coordination Center reports Rapid needs assessment team reports Community relations field reports ESF reports SCHTF 	<ul style="list-style-type: none"> SCHTF/Planning 	<ul style="list-style-type: none"> Situation briefings Situation reports GIS models SCHTF housing plan: needs assessment and special considerations/concerns 	<ul style="list-style-type: none"> Initial assessment within 8 weeks of the earthquake; updated every 7 days SCHTF convened within 2 weeks of the earthquake

Source: URS analysis (2009)

Cal OES = California Office of Emergency Services

EOC = Emergency Operations Center

ESF = Emergency Support Function

FEMA = Federal Emergency Management Agency

GIS = geographic information system

NGO = nongovernmental organization

PDA = Preliminary Damage Assessment

SCHTF = State-Coordinated Housing Task Force

VOAD = Voluntary Organizations Active in Disaster

4.3.2 Communicating with the Whole Community

Those responsible for mass care and sheltering operations must be able to communicate emergency information to the whole community. Any communications tactics outlined in this Plan therefore consider communications with people with disabilities or other access and functional needs to be an integral component of the overall public information effort.

The JIC will take actions, including, but not limited to, the following, to ensure information distribution to the whole community:

- Coordinate message development and delivery with local CBOs that have knowledge of and connections to local people with access and functional needs.
- Develop messages at or below a third-grade reading level.
- Develop and disseminate messages in languages other than English, including Spanish and additional languages, as needed and as resources allow, by direct translation, through outreach to media that operate in these languages, or through resource requests to local certified public safety or healthcare provider translators.
- Deliver messages in a completely aural manner and also in a completely visual manner. This effort may require multiple communication channels. Include any information specifically directed at people with access and functional needs in *all* public communications.
- Develop comprehensive evacuation messages – messaging will not be limited to aural announcements via public address systems or vehicles. Include visual methods of communication, such as door-to-door outreach and printed materials.
- Include American Sign Language (ASL) interpreters who are visible at all times at press conferences. The Disaster Response Interpreter (DRI) program is a statewide effort through Cal OES to provide ASL interpreters quickly and efficiently during a disaster. If needed, Marin County can request interpreters through standard SEMS/NIMS channels.
- Post information online that is readable through standard text readers. Marin County will avoid using PDFs, which are generally not as readable as HTML or Rich Text formats. Maps and other visuals presented will include full text descriptions of all information.

4.4 Public Information for Interim Housing and Long-Term Recovery

When interim housing operations eventually begin, the SCHTF will communicate about its operations to the public in the following ways:

- Use public information to provide an understanding of the State and Federal government plans for recovery, including options and programs available to assist the public

- Inform the public about shelter closings and the services available to aid in the transition to interim housing or back to homes

5 Operations

This section provides an operational plan for mass care and sheltering and interim housing operations for the first year post-earthquake. Accordingly, this section presents:

- Operational priorities and objectives for the response
- Resources that can be used to achieve those goals
- Operational details of how mass care and sheltering, interim housing, and long-term recovery will be provided
- A response timeline that specifies the individual tasks to be taken as part of the response

It is important to note that: 1) this section is designed to outline operations pertaining to a disaster of catastrophic proportions only, and that those occurring in response to smaller, more localized incidents are not necessarily reflected in this Plan. For smaller incidents, the Marin OA EOP Mass Care and Shelter Annex, the Marin OA EOP Post-Disaster Housing Annex, and the Marin OA Emergency Response Plan may offer more appropriate guidance.

5.1 Priorities and Objectives

This subsection provides

- Operational priorities for mass care and sheltering operations
- Objectives that support those priorities
- Tasks to be completed to achieve those objectives

Objectives are described according to the general phases of the response, which are:

- E to E + 72 hours
- E + 72 hours to E + 14 days
- E + 14 days to E + 60 days
- E + 60 days to E + 1 year

5.1.1 E to E + 72 Hours

The operational priorities for this phase are:

- Open shelters
- Populate shelters

- Establish communications with the REOC

The objectives that support these priorities are:

- Develop situational awareness of the current and ongoing need for shelter and other mass care operations in the general population
- Provide daily situational status updates and reports
- Evaluate the need to open shelters for both people and animals
- Evaluate the current shelter resource capabilities of the agencies with mass care and sheltering responsibilities
- Notify all agencies that will support shelter and other mass care operations with staff and supplies of the need to provide those resources
- Coordinate initial damage assessment and other situational reports related to mass care and sheltering
- Open shelters for people and animals
- Evaluate the ability of the road network to move people and supplies into shelters
- Evaluate the need to support hospitals and nursing homes as they shelter their populations at the time of the incident
- Evaluate the need and ability to shelter jail populations
- Provide daily situational status updates and reports

5.1.2 E + 72 Hours to E + 14 Days

The operational priorities for this phase are:

- Continue shelter operations
- Support individuals not in shelters
- Evaluate the effectiveness and efficiency of shelter operations

The objectives that support these priorities are:

- Establish communication systems between mass care sites and EOC
- Initiate damage assessment and building inspections of shelter sites
- Begin to open additional shelters
- Support people who choose not to use shelters by providing information and bulk supplies to the extent possible

- Begin to open additional shelters
- Provide information to the Public Works Branch about routes that must be opened to support shelter operations
- Begin to identify locations for mass feeding sites
- Initiate animal shelters
- Monitor the capability of currently open shelters to serve their residents
- Estimate the need to implement alternative sheltering strategies (e.g., soft-sided sheltering)
- Establish a MACS group for shelter operations, as needed
- Evaluate the access and functional needs of shelter residents
- Identify shelter residents who require continuous medical care and cannot be served in general population shelters, and develop alternative strategies to address their conditions (e.g., evacuation, relocation to medical care facilities)
- Operate mass feeding sites
- Initiate governmental and/or non-governmental systems for tracking displaced residents and reunifying households
- Establish LACs and/or DRCs
- Initiate registration for individual housing assistance
- Prepare and disseminate information to local residents about shelter activation, locations, and services
- Collect data from damage assessments and building assessments of housing units
- Integrate appropriate care and sheltering resources from the private sector
- Mobilize staff and supplies for shelter and evacuation sites
- Coordinate with the Transportation Branch to identify shelter capacities for evacuee needs
- Coordinate with the Transportation Branch to locate and establish evacuation sites, for transferring and receiving evacuees, that provide:
 - Points for initial collection of evacuees
 - Shelters to receive evacuees
 - Shelters for those without travel or other housing alternatives

- Coordinate the movement of affected jail populations to shelters that are separate from the general population
- Continue providing daily situation reports
- Convene the local element of the SCHTF to develop a housing plan and coordinate an interim housing strategy
- Initiate development of an interim housing strategy that describes interim housing options
- Assess interim housing requirements, including accessibility for people with access and functional needs
- Maintain ongoing situational awareness of shelter activities

5.1.3 E + 14 Days to E + 60 Days

The operational priorities for this phase are:

- Maintain shelter operations
- Complete building inspections
- Initiate interim housing programs

The objectives that support these operational priorities are:

- Maintain ongoing situational awareness of shelter activities
- Continue to integrate appropriate private-sector resources
- Monitor and coordinate the capabilities of agencies, vendors, and other organizations to support shelters and displaced residents
- Fully integrate resources for people with access and functional needs, for animals, and for the resupply of shelters and distribution sites that support people outside shelters
- Identify opportunities to close shelters and return residents to homes or available housing
- Implement interim housing programs and strategies
- Evaluate safety assessments and building inspections of homes
- Facilitate the restoration of moderately damaged dwellings
- Educate and support the occupants of non-traditional shelters to encourage them to return to their habitable homes or move to interim housing

- Transition families from short-term solutions (e.g., hotels) to longer-term solutions
- Begin identifying support services necessary for transition (e.g., personal assistance service, durable medical equipment, and assistive technology)
- Convene a long-term recovery task force to coordinate County recovery
- Initiate coordination with ESF #14
- Identify restricted-use housing for those populations who are essential to recovery and must remain in the County
- Continue to implement interim housing programs

5.1.4 E + 60 Days to E + 1 Year

The operational priorities for this phase are:

- Support interim housing programs
- Discontinue sheltering operations

The objectives that support these priorities are:

- Continue to implement interim housing programs
- Provide wraparound services to support those in interim housing
- Restore damaged housing and develop replacement housing
- Close shelters and end bulk distribution operations
- Develop and implement long-term recovery plans
- Identify and access sources of funding for long-term recovery
- Facilitate the return of displaced families to local communities

5.2 Resources

5.2.1 Resources to Support Mass Care and Sheltering

This section outlines the initial resources available in Marin County to support mass care and sheltering operations (also see **Appendix D**).

5.2.1.1 Shelter Inventory

The County and the Gateway to the Golden State Region of the ARC maintain a shelter site list for the County. The main sheltering facilities in various localities within Marin County are given in **Appendix E**; these are the locations to which the ARC would look first. The ARC maintains a more robust list that includes many alternative sheltering sites. Sites are evaluated for selection based on the needs of the population (and the

specific facilities' locations and capacity to accommodate those needs), the extent and location of damage, the numbers of those affected, transportation route accessibility, existing shelters, and other disaster response facilities that must be established. Shelter sites that are selected will be given priority for building inspections. The County and the ARC will activate subsequent or alternate shelters as necessary based on demand, geographic accessibility, and resource availability.

All information pertaining to pre-designated shelter sites must remain confidential until shelter facilities are inspected, stood up as operational, and opened. Releasing this information prematurely may result in an inundation of residents seeking shelter at facilities that will not be safe or operational.

5.2.1.2 Local and County Government Resources

The following local and County resources can be used in mass care and sheltering operations.

Parks. Parks in the County may be used for many purposes to support mass care and sheltering operations, up to and including the development of alternative shelters.

Initially, the County will utilize parks that fall under the control of the Marin County Department of Parks and Open Space, which include McNears Beach Park (San Rafael), Paradise Beach Park (Tiburon), McInnis Park (San Rafael), and Stafford Lake Park (Novato). The County may also choose to utilize various smaller spaces (e.g., Creekside Park, Lagoon Park, Lucas Valley campus) and small community parks to provide care and shelter sites within neighborhoods. Note: The State has marked McInnis Park as a potential medical/health care site, depending on the incident.

Marin FAST. Marin County HHS coordinates the local FAST program, which identifies access and functional needs in local shelters. This program identifies access and functional needs in local shelters, providing a combination of governmental and non-governmental staff to identify people with access and functional needs as they arrive at general population shelters so that those people can be aptly accommodated (see **Appendix J** for further information).

Translators. Marin County is home to many residents for whom English is a second language. Translators from various local and County agencies will be vital to many aspects of care and sheltering operations. While public safety agencies throughout the County have bilingual or multilingual staff, it is expected that many translators for mass care and sheltering operations will be those available among shelter staff and MCOE employees (foreign language teachers) sworn as DSWs or shelter residents.

Marin County EOC PIO/JIC. The PIO function of the EOC will be critical not only in directing those seeking shelter or supplies, but also in assisting with the dissemination of evacuation information and directing emergent spontaneous volunteers on how to best apply their skills and knowledge. Staff at the JIC comprises a mix of personnel from

various agencies and uses the resources of all available agencies to distribute messages to the public.

Government Employee DSWs. DSWs from government agencies within the County will provide a sizable proportion of staff, initially, for shelters and other mass care and sheltering operations. These DSWs can be relieved as more ARC resources move into the area. Such DSWs are often authorized to work in capacities that some emergent spontaneous volunteers are not.

First Responders. A first responder's first responsibility is to his or her respective agency, department, or assignment for which he or she is regularly employed; however, due to a first responder's generally wide skill set, he or she may be called upon to perform a wide range of sensitive tasks not suitable for civilians.

Marin Medical Reserve Corps (MMRC). The MMRC provides trained, organized, expert professional volunteers to supplement and augment Marin County's response to public health and disaster medical needs. To support their mission, the MMRC has three small trailers (in northern, central, and southern Marin) that will respond quickly to the scene of an incident with walled tents, cots, medical supplies, food, heaters, and other materials; and three large trailers throughout the County filled with equipment that are designed to follow up the immediate response trailers and augment hospital supplies.

9-1-1. The County communications center will initially be overwhelmed by calls for help. As the response continues, the communications center will provide nontraditional services – to include delivering scripted responses from the PIO/JIC to specific incident-related inquiries from the public – as required to do so.

Schools. Some shelter locations are school auditoriums and gymnasiums. As staff establish shelter operations at these facilities, the students at these schools who have not been released to legal guardians may be shuttled to other school locations to await pickup. School staff, in collaboration with shelter staff, will determine whether such relocation is necessary on a case-by-case basis.

RACES/ACS. The Marin County Radio Amateur Civil Emergency Service/Auxiliary Communication Service is a network of trained and vetted amateur radio operators that can communicate in the County, region, State, and beyond without the typical infrastructure requirements associated with radio communications. The service consists of volunteers who are organized into four regions and can provide communications for the EOC, shelters, and local first responders if called to do so. RACES/ACS operates under the authority of the MCSO-OES.

Immediate Community Sheltering. The ARC has offered and provided free training to community groups throughout the County, especially in remote areas, on how to open and operate an ARC shelter. These trainings have been given to CERT groups, non-profits (including FBOs), city staff, and County DSWs. ARC-trained community resources will be able to open ARC shelters within the first few hours or days post-incident in areas that

may be inaccessible due to road closures or other hazards or while the ARC mobilizes additional national resources to respond to the area.

5.2.1.3 Resources from NGOs and Private-Sector Organizations

Volunteers, such as those working with the ARC, will provide the majority of staff for shelters and periphery mass care and sheltering operations. DSWs will also be vital to mass care and sheltering operations.

NGO Resources. Several NGOs with missions pertinent to mass care and sheltering exist in the County. The roles and responsibilities of these organizations are cited in **Section 3.1.4**. Primary NGO resources are:

ARC. The ARC's resources include databases of shelter-suitable structures and facilities, supplies, equipment, staff, and expertise in mass care, sheltering, feeding, bulk supply distribution, health and mental health services, and recovery services. The ARC also has a national network to support local chapter responses. According to surveys conducted by the ARC, primary and main shelter facilities in the County have a combined sheltering capacity of approximately 5,050 spaces. Primary shelters have a capacity for more than 250 people, are fully accessible, and have showers. Main shelters have smaller capacity and fewer features, but are used in isolated or cut-off areas that do not have a primary shelter facility available (see **Appendix E** for a short list of ARC main shelter facilities). These primary and main shelter facilities are a small subset of more than 140 total facilities in Marin County that the ARC has surveyed for potential shelter use. In addition, the ARC has expertise in household reunification services and facilitates communication between friends and family members in affected communities using their Safe and Well website. As the lead support entity in mass feeding operations, the ARC prepares food in mobile field kitchens, each of which can produce 15,000 hot meals per day. The ARC's bulk distribution operation provides supplies (e.g., cleanup kits, comfort kits, water, snacks) to those affected by the disaster.

Salvation Army. The Salvation Army's primary function in mass care and sheltering is mass feeding. To support that function, the Salvation Army in Marin County has a mobile feeding kitchen capable of delivering 1500-2000 meals before requiring resupply (provided that necessary crew, equipment, and supplies are available post-incident). Salvation Army buildings and other sites may also be used for meal preparation and service, as necessary. In addition, the Salvation Army may provide basic commodities (e.g., food, water, health and sanitary needs, childcare products) when needed; it recruits, trains, and utilizes its own volunteers, which are currently a small group in the County and number approximately 300 in northern California; and it provides communications assistance across the Bay Area through their amateur radio operator network, the Communications Group – Radio.

Marin Humane Society (MHS). MHS is equipped with a specialized fleet of vehicles that can be used to assist in the evacuation of animals of all sizes during a disaster. A specially

trained volunteer group is also available, when needed, to provide services for horses and livestock. See **Appendix G: Horse Disaster Staging Areas**.

Marin Center for Independent Living (MCIL). A small supply of assistive technology may be available at MCIL. The center is an excellent resource for consultation on meeting the needs of shelter residents.

Center for Volunteer and Nonprofit Leadership (CVNL). CVNL's Emergency Volunteer Center (EVC), upon written direction from the County and in accordance with its contract with MCSO-OES, provides a point of contact to help connect unaffiliated volunteers to agencies and organizations who require post-disaster assistance. CVNL typically sets up a physical center and phone bank at their main location if the site is uncompromised; they also maintain response materials offsite as a contingency in case their site is compromised. When the EVC is activated, all staff – currently approximately ten full-time staff members – and resources become available to manage and run the EVC.

Marin Interagency Disaster Coalition (MIDC). MIDC coordinates with its member entities to provide resources, as needed. The coalition also maintains a directory of entities with disaster-related missions; for each entity, this directory lists the resources available, audiences, ways to activate, and agreements currently in place for resources and services. MIDC also represents the OA's connection with State-level VOAD information systems, including a status reporting mechanism that will allow vendors to search by the extant needs across the State.

Private-Sector Resources. Marin Transit coordinates with several transportation companies (including Whistlestop Wheels, Marin Airporter, MV Transportation, and Golden Gate Transit) to utilize their pooled resources to move people affected by the disaster to and between pickup points and shelter facilities.

The OA may also contact any of the various FM radio stations in the County (e.g., KWMR) or independent AM stations that are maintained by municipalities within the County to request that they disseminate information to the population regarding mass care sites and shelter facilities.

5.2.1.4 State Resources

Under SEMS, State resources will be requested through Cal OES, as described in the RECP. The State Emergency Plan describes such resources as the State might provide for supporting local mass care and sheltering operations.

As the primary agency for providing such state support, the CDSS, through its DOC, provides specific resources to support the Care and Shelter function, including;

- Programs providing a variety of targeted social services
- Contracts with vendors and CBOs that can be used in response operations to procure equipment and staff

- Caches of equipment to support shelter residents with disabilities and other access and functional needs, including special cots, wheelchairs, and equipment to make shelter spaces accessible

State-Run FAST Program. The CDSS DOC manages the FAST program at the State level, which monitors access and functional needs in local shelters. Should the Marin FAST program find itself overwhelmed, it may request State FAST resources by submitting a request to CDSS through the OA EOC Logistics Section.

State Resources to Support Animal Care. The Pets Evacuation and Transportation Standards Act of 2006, an amendment to the Stafford Act, allows local and State governments to be reimbursed for the care and sheltering of household pets (companion animals) and service animals following a major disaster or emergency. When local jurisdictions and OAs exhaust their animal care resources, they direct requests for additional support to the State, in accordance with SEMS. The California Department of Food and Agriculture (CDFA) is the lead State agency for animal-related issues.

State Resources to Support Bulk Distribution. While local governments are responsible for the distribution of supplies and commodities in bulk, the State (and likely Federal government) will need to provide the supplies and commodities to be distributed following a disaster of the magnitude described in this Plan. The Cal OES Coastal Region will work with the OAs to identify commodity requirements and distribution sites, to coordinate in-bound commodities, and to assist with distribution logistics. Commodities to be distributed include water, food, fuel, sanitation items, medical supplies, generators, and others (e.g., diapers, cots, tents, blankets, ice) as such needs exist in each community. The Regional Catastrophic Earthquake Logistics Response Plan and the Marin Operational Area Catastrophic Earthquake Logistics Response Annex offer much detailed information on governmental bulk distribution operations in the region following a catastrophic earthquake.

5.2.1.5 Federal Resources

The President's major disaster declaration allows the Federal government to provide assistance for incident response, including mass care and sheltering operations, through FEMA, as described in Sections 3.1.8 and 4.1.1.3. In accordance with SEMS, Cal OES will make all requests for Federal assistance under what is given in the disaster declaration. Cal OES will determine whether Federal resources are needed for the region and will formally request those resources through FEMA.

5.2.1.6 Anticipated Resource Shortages

The projected shelter demand does not exceed existing shelter capacity in the County; however, there may be shortages of shelter staff, and there are other factors that may affect the County's capacity for sheltering residents. Damage to certain care and shelter facilities will certainly impact which locations can be used and how many people can be accommodated. Geography and roadway functionality will likely adversely affect the

ability of staff to report to assignments, of the County and the ARC to establish shelters in remote communities, and of the County to deploy supplies and other resources. Non-residents from other Bay Area counties may seek shelter in Marin County, as well, which will affect the overall number of individuals seeking care and shelter services. At the time of the incident, the OA will need to account for a possible influx of this nature; geographic constraints and transportation infrastructural damage may limit the number of incoming evacuees initially, but as roadways reopen this number may grow.

Translators and shelter supplies for people with disabilities and other access and functional needs present the most significant anticipated resource shortages. Shelter staff will strive at all times to procure all resources necessary to accommodate people with access and functional needs in general population shelters.

5.2.2 Resources to Support Interim Housing

This section briefly summarizes some available resources of various types, including funding programs, databases, personnel, and assistance programs. Further information on these resources is available in the Regional Catastrophic Earthquake Interim Housing Plan and in the FEMA CONPLAN, among other supporting documents.

5.2.2.1 Local Government and County/Operational Area Resources

Inspectors. OAs and local governments provide building inspectors and safety inspection resources, including SAP Evaluators, to perform safety inspections of local housing stock. SAP Evaluators must be professionally registered engineers, professionally licensed architects, or certified building inspectors. Many local government building inspectors are already trained as SAP Evaluators; however, in the wake of a catastrophic earthquake, the OA will need to request additional resources through the State.

Buildings and Facilities. Local governments can provide buildings that can be converted from warehouses or open spaces into non-congregate shelters (facilities providing short-term lodging and an increased degree of privacy over congregate shelter options). Such shelters provide housing for displaced households for up to six months following an incident. Local government can identify such facilities pre- or post-incident; the former is ideal. Following the incident, all locations must be assessed for safety and potentially repaired to meet safety requirements. Additionally, the buildings may require some additional construction or modification before displaced households can be relocated from congregate shelters to these non-congregate shelters.

LACs. Local government may decide to establish an LAC. City and/or County government officials are responsible for assessing the need for an LAC and for coordinating the participation of local government, volunteers, and NGOs. The LAC should incorporate representation from relevant government entities, such as local planning and zoning, the housing authority, and the office of community development, and others. The Marin County Operational Area Local Assistance Center Handbook provides detailed guidance on LAC operations.

Rental Resources, Public Housing, and Transportation. In addition to private-sector rental resources, local public housing authorities can provide rental resources to displaced households if habitable units are deemed safe and available. Local governments can provide assistance, through LACs, in locating such rental resources.

Local government is responsible for managing the repair of transportation infrastructure and can provide transportation assistance to families relocating from congregate shelters to interim housing options.

5.2.2.2 Federal Resources

The determination of what Federal resources are required for interim housing depends on the housing need of individuals, the availability of housing in the region, and the decisions made by the SCHTF and local governments. The resources that FEMA provides include housing units and financial, administrative, and technical assistance.

Housing Units. FEMA maintains a supply of temporary housing units that can be brought to a disaster location in the event that FEMA will directly provide housing. The agency will push these units to forward staging areas as close to the disaster area as possible before being deployed to private, commercial, or community sites. Each unit may travel an average 500 miles in the first 72 hours post-incident and 500 miles each additional day until it reaches the affected area. FEMA employs temporary contractors who are generally responsible for the transportation and installation of units. FEMA can also acquire additional housing units through its competitive contracts with various temporary unit vendors.

Financial Assistance. FEMA provides funding to local governments and the State for infrastructure recovery and emergency response through the Public Assistance Program.

FEMA provides financial assistance and temporary housing units to individuals through the Individual Assistance Program. This program provides, up to certain limits, financial assistance to rent a habitable unit and/or repair damage to homeowner properties. The program also provides direct housing, in the form of temporary housing units, when existing housing resources are unable to meet housing demand.

Administrative Assistance. Through an Interagency Agreement with the U.S. Department of Health and Human Services, FEMA provides case management services to individuals and households affected by the disaster. Case managers help survivors develop a disaster recovery plan and connect them with the resources to meet their needs, including housing, medical, and employment needs. Over the course of recovery operations, these case management services will transition to a State-managed program funded through a direct grant from FEMA.

Technical Assistance. FEMA provides technical assistance to recovery operations through ESF #14, which coordinates and facilitates appropriate Federal programs for long-term recovery planning and implementation. This planning includes working with community

leaders to identify metrics, capital funding programs, incentives, and waivers for their recovery plans.

FEMA may also mission assign the USACE to provide technical assistance to locate and assess land for temporary housing park sites, locate vacancies in existing commercial sites, assess the property of a potential private site, and review new designs for parks.

5.2.2.3 Private-Sector Resources

Certain private-sector entities can provide evaluators and coordinators (who are certified building inspectors, licensed engineers, or architects) in the California SAP, dividing them into Volunteers and Public Resources pools. Private-sector volunteers are registered with the State of California as DSWs – Volunteers. Additionally, private-sector contractors from across the nation will provide the resources and materials necessary to repair and rebuild homes.

Private insurance is the first source of funding for housing repair and reconstruction resources. Homeowners must first apply for and receive their private insurance settlements in order to receive funding from the State, FEMA, or SBA. Settlement money can be applied to home repair or replacement, or, in some cases, to securing interim housing.

The majority of rental units, hotels, motels, and commercial trailer parks providing interim housing for displaced households are privately owned. The Regional Catastrophic Earthquake Interim Housing Plan provides recent estimates for the number of habitable vacant rental units and hotel rooms that will be available throughout the Bay Area. Post-incident assessments of hotel and motel facilities are essential to determine accurate availability.

Before utilizing commercial trailer park sites for temporary housing units, local authorities must assess their function and capacity: Damage to electric, water, and sewer systems may render them unsuitable for use as temporary housing sites. Authorities must also consider pre-disaster occupancy when determining the availability of sites at such parks for displaced households.

Some open spaces listed in the CONPLAN as response operation staging areas are privately owned. As these sites are deactivated and cleared, the government can seek to retain them for accommodating interim housing operations. See the Regional Catastrophic Earthquake Interim Housing Plan for further guidance.

NGOs may provide services, including casework, to match displaced individuals with available assistance, fund home repair, provide rental housing, and meet needs that have been unmet by government assistance. Many NGOs provide their services to specific communities, such as low-income populations or people with disabilities and other access and functional needs.

Qualified nonprofits and FBOs in the Bay Area can also gain access to the Bay Area Coordinated Assistance Network (CAN), which allows the counties in the region to more effectively share resources and information.

5.2.2.4 Anticipated Interim Housing Resource Shortfalls

The demography and geography of Marin County may have some adverse effects on interim housing efforts. The County is especially vulnerable to a loss of housing stock (due to the earthquake and the likelihood of wildfire ignitions post-earthquake) because it has a vacancy rate of close to zero, the majority of its workforce lives outside the County, most of the land in the County is already developed or protected, and real estate prices are among the highest in the U.S. In addition, only a small minority of Marin homeowners maintain earthquake insurance, which may deeply impact communities within the County during the recovery process.

5.3 Operations

This section describes the operational processes that responding entities follow as they fulfill various roles and responsibilities using the communications systems and resources at their disposal. It provides operational details for mass care and sheltering, interim housing, and long-term recovery.

5.3.1 Mass Care and Sheltering Operations

Some people in Marin County will seek shelter after the earthquake. Many will camp in their yards and/or go to shelters only for food and information. The sheltering population will likely rise several days or weeks post-incident as buildings are red-tagged or as residents tire of camping. Though the scenario incident is not likely to generate a shelter demand beyond basic shelter capacity in the County, facilities and access to them will be reduced by damage from the earthquake. Further, staffing and supplying shelter facilities will present a challenge due to damaged transportation infrastructure and competition for resources throughout the region.

Local governments, with the ARC, will open shelters to accommodate the needs of those within their jurisdictions; however, local governments should also anticipate that shelters managed by various CBOs and FBOs will also open within hours post-incident to meet the immediate needs of the community. These shelter operations include independent shelters and those established by ARC-trained community groups. These latter groups may work with the ARC and local government to open ARC shelters to meet sheltering needs in their own communities following a disaster. They may manage them until additional ARC resources are able to reach the area, which is contingent upon road reopenings, hazard mitigation, and the arrival of additional ARC resources.

Local governments will also look to the ARC, Salvation Army, the Southern Baptists, and other NGOs and private businesses for assistance in establishing mass feeding operations.

5.3.1.1 Incident Analysis and Evaluation

According to the RECP, local governments will contact the OA when resources are needed to meet the overwhelming needs of their residents. In support of these resource requests, the ARC forwards to the OA situation reports that summarize local actions in the field.

The basic functions of local government agencies during incident analysis and evacuation include:

- Initiating windshield surveys in the immediate surroundings, patrol beat, or fire district utilizing first responders and local field resources; the surveys will cover:
 - Unsafe bridges and overpasses
 - Road closures
 - Potential responder destination points, evacuation points, and shelter sites
- Establishing operational priorities and beginning to conduct mass care and sheltering operations at the local level in collaboration with the ARC
- Determining mass movements of children from base schools to pre-designated or ad hoc alternative safe sites for reunification
- Identifying and locating displaced individuals with disabilities and other access and functional needs

Once the OA EOC is activated and staff is mobilized, the basic functions of the Care and Shelter Branch during this stage include:

- Determining how many people need shelter, including how many people with disabilities and other access and functional needs
 - The Regional Multi-Agency Coordination Group will provide the County with the projected number of evacuees from other counties that will seek care and shelter in Marin County
- Assisting in the coordination of safety assessments of potential shelter sites
- Coordinating overall care and sheltering operations of all local jurisdictions in the OA
- Coordinating with MHS to provide animal rescue field services for pets and livestock (including owned animals in danger due to fire, flood, earthquake, etc., that have been left behind by evacuating owners)
- Gathering information regarding the need for and availability of supplies (e.g., food, potable water, other supplies) to support those who cannot be sheltered or who choose to remain outside of shelters

5.3.1.2 Shelter Establishment and Operations

The list below is a guide to the general activities involved in establishing and operating shelter facilities. Detailed guidance on shelter establishment and operations is available through the ARC; see the response timeline in **Table 5-3** for detailed tasks pertaining to overall mass care and sheltering operations.

The general activities that all jurisdictions within the OA will engage in to establish sheltering operations, in close coordination with the ARC and other various agencies, include:

- Working with the ARC to establish shelters and support them with food, water, and other supplies
- Mobilizing resources for shelter and evacuation sites, including equipment, supplies, personnel, FAST members, and various systems for security, resource requests, and resource tracking
- Preparing and disseminating public information on shelter activation statuses, shelter locations, transportation to shelters (including animal and medical shelters, as necessary), and evacuation pickup point locations
- Ensuring that all shelter residents are comfortably accommodated, including people with disabilities and other access and functional needs
- Collecting information about independent shelters run by various CBOs or FBOs that may have arisen without local government's knowledge, and supporting or consolidating those operations as is appropriate
- Establishing communications systems between all mass care sites, local EOCs, the ARC, and the OA EOC
- Filling resource gaps by making requests via the appropriate procurement channels (e.g., through the ARC, the MHOAC, or the OA EOC Logistics Section)
- Ensuring that designated shelter and evacuation pickup sites are accessible
- Working through MHS to provide care and support for animals requiring evacuation and/or sheltering
- Track the movement of shelter residents and reunify households using ARC's tracking systems

5.3.1.3 Integrating Independent Shelters into the Sheltering System

During a catastrophic incident, independent shelters (those managed by various CBOs and FBOs that are not pre-designated by or initially known to government agencies) will likely appear throughout the OA. Independent shelters can be advantageous, as they meet immediate community needs with resources that are familiar to residents. Local

government, in coordination with the ARC and the OA EOC, must decide how to proceed when an independent sheltering operation is identified. Local governments may choose to take the following actions:

- Ask the ARC to take responsibility for the management of the shelter. When an independent shelter becomes a government-sanctioned and/or ARC-managed shelter, it is expected to follow the guidance and information needs of the ARC and the local jurisdiction, including adherence to operating policies and procedures, providing standardized services, and submitting daily status reports. The local jurisdiction will arrange for the facility to be inspected for structural integrity and the ability to meet County health requirements prior to supporting the shelter site.
- Keep the shelter's management in place and support the shelter with the resources it needs (in coordination with the ARC). This option may be beneficial in situations where the ARC or the government's resources (especially personnel) are insufficient to accept full management responsibilities of the shelter or if residents are more comfortable with the entity that originally opened the shelter.
- Close the independent shelter and absorb residents into other shelters within the sheltering system. If the independent shelter does not meet ARC standards, poses a health risk, or is in an area already serviced by ARC and/or government-sanctioned shelters, the local government may decide to close the shelter and consolidate resident populations.

5.3.1.4 Medical Health Operations

In order to maintain the health of displaced residents, the OA EOC Operations Section Medical/Health Branch will take the following actions:

- Determine the necessary level of response at which to activate
- Establish lines of communication between medical care sites, medical transport services, sheltering facilities, and the OA EOC
- Establish and operate the medical care sites necessary to maintain that level of response
- Co-locate medical sheltering facilities with general population sheltering facilities where feasible
- Ensure that patients are appropriately triaged and redirected or transported to the correct facilities
- Coordinate the delivery of necessary medications to ensure that people receive the prescriptions they need and may have left behind in their homes
- Take action to prevent or mitigate the propagation of any communicable diseases among shelter residents

See **Appendix K** for further information regarding medical care site types (with a focus on medical sheltering), what kinds of treatment are available at each site type, and the scalability of the medical/health response. See **Appendix F** for pre-approved sites.

5.3.1.5 Feeding Operations

The general activities that all jurisdictions within the OA will engage in to establish feeding operations, in close coordination with the ARC, Salvation Army, and other various entities (possibly through a Feeding Task Force, established at the OA EOC), include:

- Establishing feeding operations for response staff
- Identifying locations for supply staging and mass feeding sites
- Staffing staging and feeding sites
- Arranging for the continued support of feeding sites
- Continuously disseminating public information about feeding times and locations

The Response Timeline (**Table 5-3**) provides specific tasks pertaining to mass feeding operations that must be accomplished. Further detailed guidance on how to approach those tasks is available through the ARC.

5.3.1.6 Bulk Distribution

Local government will provide commodities in bulk; these distribution operations are briefly described below. Several NGOs with roles in mass care and sheltering (e.g., ARC, Salvation Army) may also distribute commodities, according to their internal plans and procedures and in coordination with the OA.

Commodities (e.g., food, water, sanitation items, childcare items) will funnel into the Bay Area region from State and Federal sources; it is local government's responsibility to ensure that those materials are distributed to affected communities. The OA EOC Logistics Section will coordinate the delivery of these materials to local staging areas (LSAs) and/or points of distribution (PODs) throughout the County. The affected population will be encouraged to receive these commodities from the nearest POD. More information on bulk distribution of commodities is available in the Regional Catastrophic Earthquake Logistics Response Plan and the Marin Operational Area Catastrophic Earthquake Logistics Response Annex.

5.3.1.7 Ongoing Support of Shelters

To support continuous sheltering operations, the OA will:

- Continue to work in close cooperation with the ARC (and in communication with MIDC and its partner organizations, when logical to do so) to assess assistance needs and coordinate available resources

- Work with local jurisdictions and State and Federal agencies to establish LACs near shelters or areas of need to provide residents with assistance and information
- Continue to monitor need for, request, and track mass care and shelter-related resources in accordance with SEMS and the guidance provided in the RECP
- Work with the ARC to reunite households using the ARC's Safe and Well website
- Identify opportunities, in collaboration with the ARC and local jurisdictions, to close shelters and return residents to their homes or available housing, which includes
 - Ensuring appropriate referral and application information for support services, including State and Federal assistance programs, as well as services provided by NGOs, is provided to shelter residents
 - Coordinating with transportation companies to provide transportation for shelter residents to residences or interim housing
 - Working with the ARC to disseminate notification of closing shelter operations to shelter residents, appropriate government agencies, and other partners

5.3.1.8 Integration of State and Federal Resources

When the OA EOC is overwhelmed or incapacitated, as it may be in the scenario incident, requests for support will travel directly from the OA to the REOC (or SOC, if the REOC is not activated). SOC allocates available resources across the region and works within the Emergency Management Assistance Compact to obtain resources and support from other states. The Cal OES SOC, if operable, is the primary location for Federal and State operations until the JFO is established.

REOC staff integrates State and Federal resources, with representation from the California Highway Patrol and Caltrans. In accordance with SEMS, contact will be made between the Marin OA EOC and the REOC, and all requests will be conveyed through that channel. Resource requests may include aerial surveys, support staff, and infrastructure assessment teams.

Alongside any resource requests, the OA will provide regular status reports on the transportation network and resource status. The reports will include updates on the condition of state infrastructure and lifeline routes in the County, transportation systems in the County, and the affected population(s).

5.3.1.9 Transition to Interim Housing

The transition from sheltering to interim housing involves demobilizing and closing shelters, identifying interim housing alternatives, providing individual housing

assistance, and establishing interim housing. **Section 3.2** provides information on key agencies and organizations with responsibilities in transitioning to interim housing.

During this transition period, the County and the ARC's focus will remain on disaster-caused needs. Upon closing shelters, the ARC will refer those who were homeless pre-disaster to appropriate social services agencies and homeless shelters for ongoing services. The Salvation Army will also endeavor to incorporate the pre-disaster homeless population into normal social services programs at this time.

5.3.1.10 Shelter Demobilization

Shelter demobilization begins with the consolidation of shelters as their residents depart, followed by the actual closing of shelters in areas where residents are able to return to their homes or transition to interim housing. The demobilization process should follow guidance found in applicable protocols from the ARC and in the Bay Area UASI Guide for Shelter Operations after a Disaster (2008).

When shelters are demobilized, Marin OA staff will conduct the following activities:

- Ensure that residents of shelters that close have plans and assistance to return to their homes or transition to interim housing
- Coordinate with the agencies serving shelter residents to prevent service gaps or duplication of services
- Ensure the availability of appropriate transportation for shelter residents to their homes, to other shelters, or to interim housing, as appropriate

5.3.2 Interim Housing Operations and Implementation

In an effort to transition from sheltering to Tier One housing (to be used through 6 months post-incident) and Tier Two housing (to be used through up to 3 years post-incident), the OA will establish a Post-Disaster Housing Task Force (PDHTF). The task force supports the Marin OA Recovery Task Force on all housing issues and comprises County executives, leaders for recovery, and representatives from HHS, the Marin Housing Authority, the ARC, various other County agencies, and cities and towns in the County. **Figures 5-1 and 5-2** illustrate the PDHTF's place in overall interim housing and permanent housing operations. Further information on PDHTF membership and action items is given in the Marin OA Post-Disaster Housing Annex. The PDHTF seeks to accomplish the following:

- Determine the need for short-term and long-term temporary housing, giving all due consideration to people with disabilities and other access and functional needs
- Identify and obtain needed resources
- Consider and choose potential temporary housing sites and housing technology

- Coordinate the delivery of services (e.g., material provision and storage, building, storage of personal goods, waste disposal, maintenance)
- Establish decentralized housing sites in affected communities, alongside extant transit routes and hubs where possible and practical, and transition from emergency shelter to temporary housing (Tier One and Tier Two)
- Establish a two-way public information outreach program to keep the displaced population informed of progress and make local agencies aware of the population's needs
- Manage temporary housing, coordinating delivery of public safety, health, mental health, and social services
- Closing Tier One and Tier Two housing and transitioning from temporary to permanent housing

The PDHTF will also need to consider whether and how to assist displaced people from other counties in the region. Given the existing anticipated resource shortfalls in the County, it is unlikely the County will be able to support a large number of residents from other counties.

The PDHTF will initially report to the EOC Director or a designee. The task force will have primary responsibility for representing the County to the State-Coordinated Housing Task Force (SCHTF). In addition to the tasks presented in the checklist in Section 6 of the Marin OA Post-Disaster Housing Annex, the PDHTF should develop an interim housing plan that is consistent in content and organization with the SCHTF Housing Plan. Relevant sections of the EOC will address any issues that must be addressed by agencies not represented on the task force. When the EOC is no longer active, the PDHTF will direct these issues to the relevant agencies or departments.

Figure 5-1. The PDHTF’s place during interim housing operations.

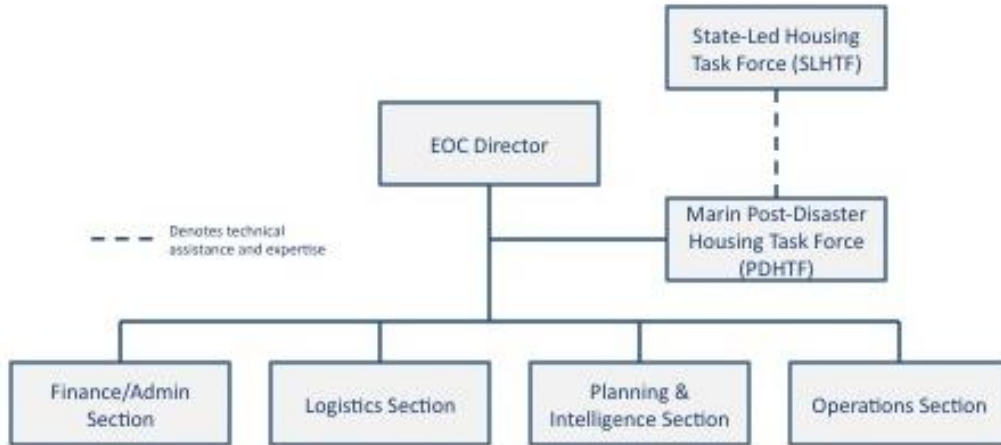


Figure 5-2. The PDHTF’s place during permanent housing phase operations.



5.3.2.1 Strategies for Assisting Displaced People

This section outlines some strategic actions that the Bay Area could undertake to address the housing needs of displaced people. The Regional Catastrophic Earthquake Interim Housing Plan includes fuller descriptions of these strategies and their trade-offs.

Strategies to keep displaced families near their home communities include:

- Maximizing the use of transitional sheltering opportunities in the Bay Area until longer-term interim housing can be provided
- Maximizing the use of temporary housing units where feasible

- Encouraging residents that must leave the region to find housing in adjoining counties

Strategies that focus on promoting recovery of infrastructure and communities, recognizing that most displaced residents will have to leave the region temporarily, include:

- Designating transitional shelters and temporary housing units for critical recovery works and other designated populations
- Limiting the use of temporary housing units
- Assisting families to relocate temporarily outside the region
- Initiating efforts to facilitate rebuilding of housing
- Implementing a phased recovery and repopulation plan

Additional information regarding the different forms of interim housing, including information on program delivery and processes, can be found in **Appendix L**.

5.3.2.2 Interim Housing Options and Alternatives

In order to develop the concept of operations section of the PDHTF Housing Plan, the task force must identify which housing options should be used to provide interim housing to displaced households. Options for housing alternatives include repair of damaged dwellings, temporary housing units, and provision of mobile home, park model, or alternative temporary housing units. The PDHTF will prioritize these alternatives according to the following factors, among others:

- Keeping residents as close to their own communities as possible
- Relocating residents to the nearest city where housing is available
- Providing housing that meets access and functional needs of displaced residents
- If relevant, identifying housing alternatives for residents from jurisdictions outside the County

Quickly transitioning households out of congregate shelters, keeping households near their home communities, and reducing the number of times a family must move during their displacement period are typical objectives; however, it is unlikely that all of these can be achieved for each displaced family.

Table 5-1 summarizes types of housing, the programs in place to provide them, and their anticipated duration, in order of priority. **Table 5-2** summarizes a number of advantages and disadvantages of each type and sub-type of interim housing.

The PDHTF may also prioritize specific populations to be placed in particular housing types or locations. This “restricted use” housing can be provided to individuals or households who need to stay in the area for recovery- or security-related purposes (e.g., contractors, police or fire personnel, community planning officials, utility company personnel) or to employees of certain employers that are critical to local or regional recovery. Further information on “restricted use” housing, as well as on the FEMA Rental Repair Pilot Program and FEMA’s Joint Housing Solutions Group Mission Scoping Tool, can be found in the Regional Catastrophic Earthquake Interim Housing Plan.

Table 5-1. Interim housing priorities and housing types, listed in order of priority.

Type	Sub-Type	Description	Authorization/Funding	Duration
Existing housing resources	Transitional shelters	Hotels and motels to provide an individual unit to a displaced household	TSA-funded under Public Assistance Program, Category B, Emergency Protective Measures	Initially 1 month; up to 6 months, if approved
	Financial assistance (rent)	Financial assistance to rent a habitable rental property	Individual Assistance, Individuals and Households Program, up to program limits	Up to 18 months
	Financial assistance (repair and replacement)	Financial assistance to repair or replace a damaged or condemned home	Individual Assistance, Individuals and Households Program, up to program limits	N/A
	Host State housing protocol	Implemented if significant numbers of people are displaced to another State (or to a different jurisdiction within the State). Provides for direct payments to property owners via FEMA, Federal partners, or contract agents.	FEMA assistance, requested by State	Up to 18 months
Traditional interim housing	Temporary housing units	Provided when no rentable properties are available; may include manufactured homes, park models, or alternative housing units. Provided on private sites, commercial sites, or new community site.	Individual Assistance, Individuals and Households Program	Up to 18 months
Innovative forms of interim housing	Alternative forms of temporary housing units	New and innovative forms of temporary housing	Individual Assistance, Individuals and Households Program, up to program limits	Up to 18 months

FEMA = Federal Emergency Management Agency
N/A = not applicable
TSA = Transitional Shelter Assistance

Table 5-2. Types and sub-types of interim housing and their advantages and disadvantages.

Type	Sub-Type	Advantages	Disadvantages
Existing housing resources	Transitional shelters	<ul style="list-style-type: none"> • Provides for displaced households to remain in the region • Provides for resources close to household origin 	<ul style="list-style-type: none"> • Limited hotel/motel resources in the region • Not likely to accommodate some households (e.g., large families) • Only suitable for a short duration
	Financial assistance (rent)	<ul style="list-style-type: none"> • Provides for displaced households to remain in the region • Provides for rental resources that can lead to permanent housing for some households 	<ul style="list-style-type: none"> • Limited rental resources in the region • Contingent on resources being made available at fair market rate
	Financial assistance (repair and replacement)	<ul style="list-style-type: none"> • Enables homeowners to direct their recovery • Reduces need for interim housing 	<ul style="list-style-type: none"> • Time frame for availability contingent on the amount of damage caused to homes • Provided only for homeowners; does not address damage to rental properties
	Host State housing protocol	<ul style="list-style-type: none"> • Draws on capabilities/resources of unaffected states/municipalities 	<ul style="list-style-type: none"> • Residents will not be housed in the region; may be far from their work, school, or other services • Possible increased likelihood that displaced residents will not return
Traditional interim housing	Temporary housing units	<ul style="list-style-type: none"> • May provide for increased capacity to meet demand • Units on private sites enable households to monitor repairs and stay close to work and community 	<ul style="list-style-type: none"> • Private sites: limited by property size; not likely feasible in urban areas • Commercial sites: limited by capacity • Community sites: additional time required to establish infrastructure; may alter city/County land use
Innovative forms of interim housing	Alternative forms of temporary housing units	<ul style="list-style-type: none"> • May provide for units that accommodate larger families, are more comfortable spaces, or are more suitable for urban areas 	<ul style="list-style-type: none"> • Additional time to establish units • Potentially limited capacity

5.3.2.3 Individual Housing Assistance

Displaced or affected households may apply for financial assistance through local, State, and Federal programs. To facilitate the provision of individual housing assistance, Marin OA staff will do the following:

- Identify the city or County departments and local NGOs, and ensure they are familiar with their roles and responsibilities, to:
 - Help families identify, locate, and connect to local, State, and Federal programs
 - Help families identify available rental housing
 - Help families access financial assistance for individuals through local, State, Federal, and non-governmental resources
 - Ensure that families register for FEMA assistance, because this information will be used to determine Federal program eligibility and will also be shared with the State to determine State of California Disaster Grants (State Supplemental Grant Program) eligibility
- Facilitate these processes through LACs. The OA will identify the need for and locations of LACs and identify the local government and NGOs that should be represented therein; State and Federal agency staff will also be present in the LAC.

The County (or cities) may consider co-locating or coordinating local assistance services with FEMA Disaster Recovery Centers (DRCs). DRCs can provide:

- Guidance on disaster recovery
- Clarification on public information and assistance regulations
- Housing assistance and rental resources program information
- Status of applications being processed by FEMA

The Regional Catastrophic Earthquake Interim Housing Plan gives highly detailed guidance on applying for individual assistance programs and a wealth of other State and Federal assistance programs. **Appendix L** in this Plan provides reference material and descriptions of programs supporting interim housing and recovery operations.

5.3.2.4 Establishment of Interim Housing

In order to provide interim housing as described above, Marin OA staff may need to consider and address the following issues:

- Restoration and improvement of utility systems

- Provision of temporary housing units (park models, mobile homes, alternative units) on private sites or group sites
- Provision of services, including security and health and social services, on group sites
- Identification of codes and zoning restrictions (e.g., on repair or reconstruction permitting, temporary housing requirements, flood zoning, hauling restrictions) to be waived to facilitate the provision of interim housing
- Identification of buildings that could be rehabilitated to provide interim housing
- Repair or rehabilitation of damaged, vacant, or underutilized housing
- Conversion of commercial or other facilities into housing
- Provision of “wrap-around” services, such as grocery stores, public transit, access to schools and employment, and services for those with disabilities and other access and functional needs
- Compliance with environmental requirements and hazard mitigation for repair, reconstruction, and temporary housing units

5.3.3 Long-Term Recovery

The transition to long-term recovery will play out over months and possibly years, so it is not necessary to list out specific time-based actions. In cooperation with the State and other jurisdictions in the region, the Marin OA should establish a framework for proceeding with long-term recovery that includes:

- Working with MIDC to establish the Marin OA Recovery Task Force, which coordinates the provision of long-term housing (through the PDHTF) and assist with long-term recovery.
- Developing a process for preparing and implementing a long-term recovery plan.
- Amending or altering community-specific zoning restrictions or codes to provide for expedited redevelopment. Also, developing standard forms to be provided to disaster victims in order to allow them to reconstruct or rehabilitate their homes.
- Developing an annex that includes consideration of long-term mitigation after an earthquake and strategies that the community can implement to guide redevelopment that would minimize future disaster impacts. Federal assistance for mitigation, such as the Hazard Mitigation Grant Program, may be available to support these activities.

- Developing strategies to incorporate existing redevelopment plans into long-term recovery, including a consideration of opportunities to rebuild in ways that are safer and more damage-resistant.
- Developing economic recovery strategies.
- Coordinating with the State and FEMA to obtain Federal assistance under Stafford Act programs, such as the Public Assistance Program.
- Coordinating with State and Federal recovery efforts under ESF #14: Long-Term Community Recovery and Mitigation.

5.3.3.1 Transition from Interim Housing to Long-Term Recovery

As the emphasis shifts from response and relief to recovery efforts, local and State governments transition out of EOC-oriented operations toward organizations that are designed to facilitate recovery operations. A jurisdiction may transition to a recovery organization that is not based in the EOC or may move a recovery function to a specific department for which the function is part of the departmental mission. Thus, agencies outside of the emergency response function, including those responsible for planning, land use, housing, economic development, and social services, will take on more responsibility in the transition to recovery.

Similarly, as emphasis shifts from response to recovery, Federal support shifts from direct Federal assistance for response operations to Federal recovery programs. These programs provide financial assistance to individuals or grants to State or local governments and nonprofits. In addition to financial assistance, FEMA provides planning support through ESF #14. The Federal government manages its recovery programs initially from the JFO before transitioning to a long-term recovery office that focuses on supporting local and State recovery efforts.

Following a major disaster, the Cal OES Advanced Planning Unit (Planning) at the JFO or other Cal OES base of operations initiates planning for regional recovery. The SCHTF coordinates with Planning to address interim housing issues. As response operations are completed, the Regional Recovery Task Force will assume responsibility for coordinating recovery planning and implementation across the region and will continue to operate in this role throughout the recovery process, even after the JFO and SOC have closed.

Throughout the recovery process, Cal OES will continue to be responsible for coordinating with FEMA to obtain Public Assistance funds and for administering State recovery programs.

5.3.3.2 Regional Recovery Task Force

The Governor may appoint a Regional Recovery Task Force to provide a mechanism for coordinating recovery priorities within the region. The task force provides a venue for local jurisdictions and regional entities to raise issues and coordinate priorities and

ensure that important regional priorities are not neglected, and it encourages effective use of resources. It will report to the Governor, or a designee, and include local, regional, State, NGO, and private-sector leaders representing important recovery components, such as transportation and business sectors on which the region depends.

The Regional Recovery Task Force:

- Establishes a vision for the long-term recovery of the region
- Provides coordination and other assistance to promote the achievement of the recovery vision
- Provides a forum for community leadership for recovery issues that are regional in scope
- Develops regional solutions to issues involving multiple jurisdictions and counties
- Facilitates the prioritization of activities if there is competition for recovery resources
- Represents the region's interests in discussions with the State and Federal governments, particularly with regard to long-term recovery planning under ESF #14 and disaster-specific initiatives at the State and Federal levels
- Coordinates community recovery plans to ensure that regional issues are appropriately addressed
- Efficiently applies State and Federal resources to regional recovery issues

The Governor appoints the Chair of the task force. Participants in the task force may include representatives from: Cal OES, county governments, major cities, State agencies, the Association of Bay Area Governments, private business, and nonprofit organizations. Local involvement in the Regional Recovery Task Force is critical to ensure that it makes relevant and effective decisions for regional recovery. Housing, Economic and Community Recovery, and Transportation Working Groups may be established to manage the regional approach to each respective recovery issue.

5.3.3.3 Local Government Processes

Local governments organize recovery operations according to their priorities and mechanisms for conducting business. Local governments have primary responsibility for the recovery of their respective jurisdictions. Activities they may implement include:

- Assisting individuals and families with recovery
- Working with State and Federal officials to identify needs and secure financial assistance for response and recovery
- Assessing damage to facilities, issuing permits for repairs and demolition

- Resuming governmental functions
- Planning for long-term recovery
- Enacting appropriate zoning variances to accommodate business and commercial repairs

5.3.3.4 Recovery Planning and Management

FEMA provides assistance to local governments, at their request, to develop community recovery plans; FEMA is the primary agency for implementation alongside HUD and the SBA. The recovery planning process may take between three and six months and may commence shortly after the conclusion of immediate response activities.

Preparation of a local community recovery plan includes the following steps:

- Formation of planning teams consisting of representatives from local government agencies with responsibility for planning, housing, economic development, and transportation; the business community; nonprofits; and the community
- Formation of committees to address specific recovery areas, such as economic development or transportation
- Organization of public meetings to obtain the input of residents
- Inventory and analysis of needs
- Identification of recovery projects and programs, and determination of which projects have the greatest recovery impact
- Identification of sources of recovery funding and technical assistance
- Selection of strategies, tools, and recommendations for implementation

Implementation of the recovery plan may take several years. The Regional Recovery Task Force will play a coordinating role in the development and implementation of community recovery plans. In addition, the Regional Recovery Task Force will work with ESF #14 and the local communities to develop a Regional Recovery Plan that does not supersede local recovery plans, but rather addresses issues, including economic development and transportation, that cross jurisdictional borders.

5.3.3.5 Recovery Issues, Considerations, and Strategies

The earthquake will present a range of challenges for successful community and regional recovery. The following subsections discuss selected issues that must be addressed to ensure community recovery and potential strategies for addressing them.

Facilitating Repairs to Housing and Infrastructure

Even when plans, organizational structures, and funding are in place, constraints on resources, including contractors and materials, can stall recovery. Some strategies to secure resources and speed recovery include:

- *Establish pre-incident on-call contracts with contractors to conduct critical recovery work and provide critical materials and supplies.* Ensure that contracts meet Federal contracting requirements and that contractors have sufficient capacity to meet recovery needs.
- *Streamline the licensing of out-of-state contractors.* Recovery demands will likely outstrip locally available resources; the government and individuals will likely need to contract with vendors from outside the State. Streamlining the process of licensing out-of-state contracts will increase the pool of resources available to participate in recovery activities.
- *Develop a plan to concentrate resources on the restoration of services, infrastructure, and housing in certain neighborhoods.* Given limited resources, it may be more efficient and effective to concentrate recovery resources in specific areas, restoring services, infrastructure, and housing, before moving on to other areas. In this way, the government can restore whole neighborhoods to habitability quickly, as opposed to spreading resources thinly across the entire jurisdiction, resulting in many neighborhoods wherein only some critical services are restored.

Economic Recovery

Recovery of the regional economy is the lynchpin to overall community recovery. If businesses leave the area and do not return, residents will follow suit. Similarly, loss of tax revenue from departed businesses can stall recovery efforts due to lack of funding. Strategies to speed economic recovery may include:

- *Provide workforce housing for critical employers.* Local government may wish to reserve Federally funded temporary housing for workers in certain industries, in coordination with FEMA or by working with private companies to facilitate the provision of temporary housing funded by the companies, themselves.
- *Restore critical services.* Restoring sewage, water, energy, access, and transportation is critical to helping businesses resume operations. Local governments and the Regional Recovery Task Force can work to prioritize restoration of services to areas that are critical to economic recovery.
- *Involve representatives of key businesses in recovery planning.* Including representatives from key industries in local long-term planning groups and/or the Regional Recovery Task Force may send a message that business interests will be taken seriously in the recovery process. This signal may encourage companies to stay in the region or to return quickly.

- *Provide targeted tax or other incentives to keep businesses in place.* Such an initiative may work against the goal of quickly restoring tax revenue; however, targeted tax incentives *may* keep key businesses in place, ultimately resulting in higher tax revenues and other benefits than if the incentives were not provided. Note: Evidence of the effectiveness of financial incentives in retaining businesses is mixed; this provision of incentives is generally not as critical as other actions.

Funding Government Operations, Including Recovery

Major disasters can decimate a community's tax base, rendering it unable to provide basic services, let alone fund recovery operations. Some strategies to address this issue include:

- *Maximize use of federal recovery resources.* Afflicted communities have requested direct Federal assistance with debris removal and other response and recovery activities, freeing up resources and funds for other critical activities. Understanding and effectively utilizing Federal resources can help communities to stretch their recovery dollar.
- *Ensure sufficient cash flow.* Even if communities may eventually be reimbursed by the government for at least some portion of reconstruction costs, they may find it difficult to initiate projects due to a lack of cash on hand. Communities may mitigate the effects of cash flow problems by establishing a standing line of credit with a bank, contributing to a disaster reserve fund each year, and/or obtaining sufficient insurance.
- *Facilitate the speedy recovery of the economy, as discussed above.*

Facilitating the Return of Displaced or Evacuated Individuals

Individuals and families forced from their communities post-disaster must decide, based on a range of factors, whether to return. Some strategies to increase the likelihood that they will return include:

- *Encourage individuals and families to stay near their communities.* Studies after Katrina suggest that the further away a family relocates following a disaster, the less likely they are to return to their home community. Allowing the use of temporary housing units near damaged homes and facilitating relocation of families to nearby communities may increase the chances of families returning.
- *Provide information to relocated residents regarding community restoration.* Local governments can provide their communities information about recovery timelines, restoration of services, and available housing through Federal case managers, websites and media, or by directly mailing or emailing displaced residents.
- *Provide transportation assistance to displaced residents returning home.* Under some circumstances, families may receive Federal transportation assistance to

return home. Local governments or NGOs can provide additional assistance so that transportation is not an obstacle to returning home.

- *Quickly restore services to support people with disabilities and other access and functional needs.* Access to these services will encourage households to stay in, or return to, the community. In order to facilitate the restoration or provision of services, the Marin OA Recovery Task Force should invite members of MCIL and other appropriate organizations to participate in the committee or in a working group specifically targeted to the provision of services to people with disabilities and other access and functional needs.

5.3.3.6 Programs to Support Long-Term Community Recovery

Programs that can provide support to long-term community recovery operations, including community and housing redevelopment, following an incident include:

- *Community Development Block Grants (CDBGs) for Disaster Recovery Assistance.* While FEMA provides for short-term disaster relief, the use of CDBGs through the HUD is better suited to meet long-term community recovery needs. The HUD regularly provides funding to states through the CDBG Program for affordable housing, economic revitalization, public services, and infrastructure restoration programs. Congress may appropriate emergency supplemental funding for the CDBG Program as disaster recovery grants to rebuild the affected areas. Alternatively, communities may elect to reprogram previously awarded grants and use their CDBG funds for emergency short-term assistance, assuming such activities are not funded by FEMA or SBA. The HUD may offer assistance by expediting grant awards for grantees, permitting grantees to change their program start dates, or waiving certain program requirements to increase fund flexibility.
- *FEMA Public Assistance Program Funds.* FEMA provides Public Assistance funds to State and local governments for a variety of eligible activities. One primary use for these funds is to rebuild damaged public infrastructure by removing debris, repairing roads, reconstructing government buildings, and restoring utilities. These grants help to restore community services and infrastructure that are vital prerequisites for successful housing efforts.
- *FEMA Community Disaster Loan Program.* FEMA provides loans to local governments in areas that have suffered a substantial loss of revenue post-disaster. In order to qualify for these funds, jurisdictions must demonstrate that the funds are needed to perform essential government functions. Loans will not exceed 25% of the local government annual operating budget, up to \$5 million.
- *Hazard Mitigation Grant Program (HMGP).* The HMGP takes a percentage of Federal money spent on recovering from a disaster and uses it for projects that reduce future risk (i.e., reduce the loss of life and property due to natural disasters). By law, FEMA can contribute 15%-20% of a disaster's cost to this grant program.

The State, with input from local communities, will determine how the money is used. Planning in the pre-disaster period provides the framework on which post-disaster actions are carried out, resulting in faster delivery of assistance: State and local governments must submit their hazard mitigation plans for FEMA approval before they can receive a grant or sub-grant. These plans must identify the hazards and risks to the environment and must contain a work plan outlining the responsible organization(s) and staff that will carry out the HMGP projects. FEMA will review all applicants to ensure that they follow program rules, use an environmentally sound approach, and use funds in a cost-effective manner.

5.4 Response Timeline

Table 5-3 is a comprehensive response timeline outlining the phase, the tasks to be completed, and the entities involved. The timeline also reflects other events that may occur during the response period that can affect the OA response. Within the table, the listed order of the tasks is intended to approximate the order in which they need to occur to minimize bottlenecks. The table also lists the objective that each task is intended to achieve and the coordinating and supporting entities for each task. The comment column clarifies tasks where appropriate.

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Table 5-3. Response timeline for mass care and sheltering and interim housing operations.

Phase	Task	Task/Action Taken or Event Observed	Objective	Coordinating Entity	Supporting Entity	Details/Comments
E to E + 72h	1	Collect initial windshield surveys of damaged neighborhoods	Develop situational awareness of the current and ongoing need for shelter and other mass care operations in the general population	MCFD	Local fire, local enforcement, local public works	--
	2	Collect assessments of damaged roads, bridges, overpasses, runways, and other critical transportation infrastructure	Develop situational awareness of the current and ongoing need for shelter and other mass care operations in the general population	County DPW	Local public works, Caltrans, local fire, local law enforcement	--
	3	Activate OA EOC	Develop situational awareness of the current and ongoing need for shelter and other mass care operations in the general population	OA EOC	--	Activation procedures identified in Marin OA EOC Operations Manual
	4	Establish communication between cities, major special districts, and the REOC	Develop situational awareness of the current and ongoing need for shelter and other mass care operations in the general population	OA EOC	County Communications, local governments	--
	5	Collect situation information from activated DOCs (or agency-specific EOCs) and local EOCs	Develop situational awareness of the current and ongoing need for shelter and other mass care operations in the general population	OA EOC Planning Section	Local EOCs	--
	6	Contact agencies with aircraft to request they conduct aerial surveys of damaged areas	Develop situational awareness of the current and ongoing need for shelter and other mass care operations in the general population	OA EOC	Civil Air Patrol, other agencies with aircraft	May include CHP, general aviation resources, as appropriate, and commercial air traffic reports
	7	Begin to deliver electronic, written, and/or verbal reports to the REOC	Provide daily situational status updates and reports	County OES	OA EOC Planning Section, Logistics Communications Branch; local EOCs	Use whatever technologies are available and serviceable at this time (e.g., OASIS, ACS)
	8	Receive projections of damage assessments from U.S. Geological Survey, California Geological Survey, Northern California Earthquake Center, and others	Develop situational awareness of the current and ongoing need for shelter and other mass care operations in the general population	OA EOC Planning Section	--	--
	9	Obtain information on the locations, numbers, and demographics of displaced and potentially displaced populations	Develop situational awareness of the current and ongoing need for shelter and other mass care operations in the general population	OA EOC Care and Shelter Branch	ARC; OA EOC Planning Section; local governments; MCIL; transportation authorities; local public safety agencies	Consider methods by which to reach local agricultural worker communities; involve CBOs and FBOs
	10	Summarize first-responder reports to identify the magnitude and extent of structural damage, fires, broken water mains, and other infrastructure	Develop situational awareness of the current and ongoing need for shelter and other mass care operations in the general population	OA EOC Planning Section	OA EOC Law Enforcement, Fire and Rescue, and Public Works Branches; County OES; local governments; CDA	--
	11	Establish communications with and collect other reported information on damage to schools, hospitals, office complexes, malls, and other places with high concentrations of people	Develop situational awareness of the current and ongoing need for shelter and other mass care operations in the general population	County OES	Local responders; OA EOC Planning Section and Communications Branch; local communications agencies	--
	12	Begin formal safety inspections by County inspectors, State Assessment Team members (as available), and others	Develop situational awareness of the current and ongoing need for shelter and other mass care operations in the general population	OA EOC Operations Section	CDA; DPW; OA EOC Planning Section; local governments	Red-, yellow-, or green-tag buildings as appropriate

Table 5-3. Response timeline for mass care and sheltering and interim housing operations.

Phase	Task	Task/Action Taken or Event Observed	Objective	Coordinating Entity	Supporting Entity	Details/Comments
E to E + 72h continued	13	Begin integrating and coordinating all of the above information to develop an OA awareness of total care and sheltering demand	Develop situational awareness of the current and ongoing need for shelter and other mass care operations in the general population	OA EOC Care and Shelter Branch	OA EOC Planning Section; GIS; local governments; ARC; County Social Services	--
	14	Prepare and send pre-scripted orders and requests for external support (local mutual aid, State, and Federal)	Develop situational awareness of the current and ongoing need for shelter and other mass care operations in the general population	OA EOC	--	--
	15	Assess the condition and capacity of pre-designated staging areas for incoming supplies and equipment in and around the affected areas	Develop situational awareness of the current and ongoing need for shelter and other mass care operations in the general population	OA EOC Operations Section	OA EOC Public Works and Law Enforcement Branches, Logistics Section; local governments	--
	16	Estimate current number of people needing sheltering services, and anticipate support for County sheltering needs	Evaluate the need to open shelters for both people and animals	OA EOC Care and Shelter Branch	ARC; OA EOC Planning Section and Law Enforcement Branch; GIS; local governments; MHS	--
	17	Collect estimates of access and functional needs to project equipment and modifications needed to support shelter residents	Evaluate the need to open shelters for both people and animals	OA EOC Care and Shelter Branch	OA EOC Law Enforcement Branch and Planning Section; FAST; MCIL; County EMS; ARC; local governments	Includes consideration of FAST-trained personnel in the County
	18	Formalize the estimated demand for shelter on multiple spatial scales: neighborhood, city, and County	Evaluate the need to open shelters for both people and animals	OA EOC Planning Section	OA EOC Care and Shelter Branch; local governments	--
	19	Evaluate need for ancillary sheltering services, including mental health, medical evaluation, childcare, site management, and security	Evaluate the need to open shelters for both people and animals	OA EOC Care and Shelter Branch	ARC; MHS; HHS; OA EOC Medical/Health and Law Branches; FAST; local governments	Includes consideration of FAST-trained personnel in the County
	20	Develop and distribute total shelter demand by location	Evaluate the need to open shelters for both people and animals	OA EOC Care and Shelter Branch	ARC; OA EOC Planning Section; local governments	--
	21	Coordinate reports of shelter demand and shortfall of space between the affected cities, the County, the ARC, the REOC, and all other shelter-related organizations	Evaluate the need to open shelters for both people and animals	OA EOC Care and Shelter Branch	ARC; HHS; OA EOC Planning Section; County OES; MHS; local governments	Local governments, the Care and Shelter Branch, and the ARC should make an effort to identify and communicate with any known independent shelters that may already be established
	22	Notify all local government agencies with roles in care and sheltering about the scale and location of demand for shelter	Notify all agencies that will support shelter and other mass care operations with staff and supplies of the need to provide those resources	OA EOC Care and Shelter Branch	Local governments	--

Table 5-3. Response timeline for mass care and sheltering and interim housing operations.

Phase	Task	Task/Action Taken or Event Observed	Objective	Coordinating Entity	Supporting Entity	Details/Comments
E to E + 72h continued	23	Notify ARC and other non-governmental mass care and sheltering organizations about the scale and location of demand for shelter	Notify all agencies that will support shelter and other mass care operations with staff and supplies of the need to provide those resources	OA EOC Care and Shelter Branch	ARC; MHS; MCIL; key private-sector organizations and NGOs	--
	24	Notify the REOC about the extent of damage and demand for shelter	Notify all agencies that will support shelter and other mass care operations with staff and supplies of the need to provide those resources	OA EOC Care and Shelter Branch	County OES; OA EOC Planning Section	--
	25	Following activation of OA EOC and the REOC, integrate information regarding damage to structures suitable for or designated as shelters	Coordinate initial damage assessment and other situational reports related to mass care and sheltering	OA EOC Care and Shelter Branch	CDA; County OES; local governments; OA EOC Planning Section	--
	26	Confirm rosters/databases of ARC-listed shelters, city- or County-listed shelters, and any other sources of known or designated shelter buildings and verify facility assessments	Evaluate the current shelter resource capabilities of the agencies with mass care and sheltering responsibilities	OA EOC Care and Shelter Branch	ARC; OA EOC Planning Section; CDA; local governments	--
	27	Request that the ARC, Gateway to the Golden State Region, open shelters and begin operations	Open shelters for people and animals	OA EOC Care and Shelter Branch	ARC; local governments	--
	28	Evaluate condition of pre-designated evacuation points and transportation routes to those sites	Coordinate initial damage assessment and other situational reports related to mass care and sheltering	OA EOC Transportation Branch	DPW; OA EOC Road Conditions Unit; local governments	--
	29	Coordinate with the OA EOC Law Enforcement Branch and identify which pre-arranged sites throughout the OA are appropriate to use for evacuation departure and reception points	Coordinate initial damage assessment and other situational reports related to mass care and sheltering	OA EOC Transportation Branch	ARC; County OES; OA EOC Planning Section, Care and Shelter Branch, and Law Enforcement Branch; local governments	--
	30	Collect estimates of the number of evacuees with disabilities and other access and functional needs and the types of equipment and other resources needed for those categories of need	Coordinate initial damage assessment and other situational reports related to mass care and sheltering	OA EOC Care and Shelter Branch	OA EOC Planning Section, Law Enforcement Branch, and Medical/Health Branch; local governments; MCIL; Marin FAST; County Social Services	May include consideration of State FAST team resources or other State team, as necessary, applicable, and feasible
	31	Collect summaries of city and County safety assessments of buildings or other structures to be used as shelters	Open shelters for both people and animals	OA EOC Care and Shelter Branch	CDA; local planning departments; OA EOC Planning Section and Public Works Branch	--
	32	Notify local governments of the evacuation points to be opened in their respective jurisdictions	Open shelters for both people and animals	OA EOC Law Enforcement Branch	OA EOC Transportation Branch and Care and Shelter Branch; local governments	--

Table 5-3. Response timeline for mass care and sheltering and interim housing operations.

Phase	Task	Task/Action Taken or Event Observed	Objective	Coordinating Entity	Supporting Entity	Details/Comments
E to E + 72h continued	33	Notify mass care supporting agencies of the need, and coordinate with them in the effort, to support evacuation points	Open shelters for both people and animals	OA EOC Care and Shelter Branch	County Social Services; ARC; MHS; key private-sector organizations and NGOs; local governments	--
	34	Begin requesting additional staff from regional or State agencies and other organizations to support OA safety inspection teams	Open shelters for both people and animals	CDA	Local planning	--
	35	Calculate the new total available shelter space within each local jurisdiction and the OA as a whole (from pre-incident capacity minus damaged/unsafe facilities)	Coordinate initial damage assessment and other situational reports related to mass care and sheltering	OA EOC Care and Shelter Branch	CDA; ARC; OA EOC Planning Section; local governments; MHS	--
	36	Evaluate the capability of shelter organizations to staff and supply shelter facilities and evacuation points, given the impacts of the incident	Evaluate the current shelter resource capabilities of the agencies with mass care and sheltering responsibilities	OA EOC Care and Shelter Branch	ARC; County Social Services; MHS; OA EOC Logistics Section and Medical/Health Branch; CVNL; MMRC; local governments; key private-sector organizations and NGOs	--
	37	Determine how many shelters and beds therein can be opened and by when	Evaluate the current shelter resource capabilities of the agencies with mass care and sheltering responsibilities	OA EOC Care and Shelter Branch	ARC; CDA; local governments; key NGOs	Communicate with independent shelters wherever possible
	38	Develop a plan that projects the expected opening dates and capacities of shelters	Evaluate the current shelter resource capabilities of the agencies with mass care and sheltering responsibilities	OA EOC Care and Shelter Branch	ARC; County Social Services and Public Health; OA EOC Planning Section; local governments; MHS	--
	39	Distribute the projected timeline of shelter openings to the cities, the REOC, and other appropriate agencies or organizations	Evaluate the current shelter resource capabilities of the agencies with mass care and sheltering responsibilities	OA EOC Care and Shelter Branch	ARC; MHS; County Social Services and Public Health; local governments; key private-sector organizations and NGOs	--
	40	Provide OA projected shelter openings and locations of evacuation points to OA EOC Transportation Branch	Evaluate the ability of the road network to move people and supplies into shelters	OA EOC Care and Shelter Branch	OA EOC Transportation Branch and Law Enforcement Branch; DPW; local governments	--

Table 5-3. Response timeline for mass care and sheltering and interim housing operations.

Phase	Task	Task/Action Taken or Event Observed	Objective	Coordinating Entity	Supporting Entity	Details/Comments
E to E + 72h continued	41	Conduct a gap analysis of road availability vs. priorities for road clearance/restoration	Evaluate the ability of the road network to move people and supplies into shelters	OA EOC Transportation Branch	OA EOC Law Enforcement Branch, Public Works Branch, Planning Section, and Care and Shelter Branch; local governments	--
	42	Collect updates on priority roadway clearance for each operational period	Evaluate the ability of the road network to move people and supplies into shelters	OA EOC Care and Shelter Branch	OA EOC Public Works Branch and Transportation Branch; local governments	The Transportation Branch and Planning Section should share relevant information from Caltrans
	43	Initiate movement of staff and supplies necessary for evacuation points into the affected areas	Open shelters for both people and animals	OA EOC Law Enforcement Branch	ARC; OA EOC Transportation Branch and Care and Shelter Branch; MCSO; local law enforcement	--
	44	Establish proper protocols and communications systems, and coordinate communications between shelters, evacuation points, local EOCs, the REOC, and ARC	Open shelters for both people and animals	County OES	OA EOC Communications Branch, Care and Shelter Branch, Transportation Branch, and Law Enforcement Branch; local governments and communications agencies	Extend communications to any known independent shelters, where possible
	45	Coordinate with cities the delivery of a common public information message, through the JIC, regarding locations of shelters and evacuation points	Open shelters for both people and animals	OA EOC Care and Shelter Branch	OA JIC; local government PIOs	--
	46	Identify the priority goods, services, staff skills, and other items that will be needed from each responding agency and organization	Notify all agencies that will support shelter and other mass care operations with staff and supplies of the need to provide those resources	OA EOC Care and Shelter Branch	ARC; Salvation Army; MHS; HHS; local governments; MIDC partners and other key private-sector organizations and NGOs	Verify communications established with each responding entity; coordinate with private-sector liaisons to establish distribution system and supply chain management
	47	Evaluate the need for and availability of supplies to support city and County shelter and evacuation site operations	Notify all agencies that will support shelter and other mass care operations with staff and supplies of the need to provide those resources	OA EOC Care and Shelter Branch	ARC; Salvation Army; MCIL; HHS; OA EOC Logistics Section; local governments; key private-sector organizations and NGOs	Includes food, water, personal hygiene supplies, cots and blankets, childcare supplies, and equipment for people with disabilities and other access and functional needs; obtain current shelter demand data from GIS

Table 5-3. Response timeline for mass care and sheltering and interim housing operations.

Phase	Task	Task/Action Taken or Event Observed	Objective	Coordinating Entity	Supporting Entity	Details/Comments
E to E + 72h continued	48	Evaluate the need for these same supplies for people who are self-sheltering or staying at independent shelters	Notify all agencies that will support shelter and other mass care operations with staff and supplies of the need to provide those resources	OA EOC Care and Shelter Branch	ARC; Salvation Army; HHS; OA EOC Logistics Section; local governments; MIDC partners and other key private-sector organizations and NGOs	Includes supplies in line above; establish information collection system to track the needs of independent shelters by location and those who are self-sheltering
	49	Mobilize County resources for shelter and evacuation sites according to city and County needs	Notify all agencies that will support shelter and other mass care operations with staff and supplies of the need to provide those resources	OA EOC Care and Shelter Branch	OA EOC Logistics Section (esp. Personnel Branch), Law Enforcement Branch, and Medical/Health Branch; local governments; ARC; FAST; CVNL; HHS; MMRC	Includes supplies and equipment to make facilities accessible to those with disabilities and other access and functional needs, security measures, site managers, tracking systems to register shelter residents and evacuees, trained personnel, vendor agreements, FAST, and other resident evaluation and support resources
	50	Provide a prioritized list of needed supplies, staff, and services to all organizations supporting shelter operations	Notify all agencies that will support shelter and other mass care operations with staff and supplies of the need to provide those resources	OA EOC Care and Shelter Branch	ARC; HHS; OA EOC Logistics Section; local governments; MIDC; CVNL; MMRC; FAST; key private-sector resources and NGOs	--
	51	Estimate the total demand for animal sheltering	Evaluate the need to open shelters for people and animals	MHS	First responders; OA EOC Care and Shelter Branch, Planning Section, Logistics Section, and Law Enforcement Branch; local law enforcement	--
	52	Activate the Marin County Animal Services Emergency Operations Plan	Open shelters for both people and animals	MHS	County OES; local law enforcement	--
	53	Support coordination with MHS, veterinarian organizations, and other animal-related NGOs to begin processes of care for animals that are parallel to those for people	Open shelters for both people and animals	MHS	OA EOC Care and Shelter Branch; County OES; local law enforcement; key private-sector organizations and NGOs	--
	54	Develop public messages to direct evacuees with companion animals to animal shelters once they are established	Open shelters for both people and animals	OA EOC Care and Shelter Branch	OA JIC; MHS; ARC; local governments	These messages should include information about the possibility of sheltering their animals in a shelter co-located with a human shelter

Table 5-3. Response timeline for mass care and sheltering and interim housing operations.

Phase	Task	Task/Action Taken or Event Observed	Objective	Coordinating Entity	Supporting Entity	Details/Comments
E to E + 72h continued	55	Support animal shelter activities within the County with expertise and resources, as available	Evaluate the need to open shelters for people and animals	MHS	OA EOC Logistics Section; local law enforcement	--
	56	From OA situation reports, sort the hospitals, care facilities, and assisted living communities into categories of damage	Evaluate the need to support hospitals and nursing homes as they shelter their populations at the time of the incident	OA EOC Medical/Health Branch	CDA; local planning	Remove severely damaged facilities from further consideration for sheltering, as they will invoke their own evacuation or patient transfer plans
	57	Compile locations of damaged hospitals, care facilities, and assisted living communities, with estimated numbers of residents affected	Evaluate the need to support hospitals and nursing homes as they shelter their populations at the time of the incident	OA EOC Medical/Health Branch	OA EOC Care and Shelter Branch; CDA; local planning	--
	58	Assess access and functional needs of residents in damaged hospitals, care facilities, and assisted living communities	Evaluate the need to support hospitals and nursing homes as they shelter their populations at the time of the incident	OA EOC Medical/Health Branch	First responders; FAST; OA EOC Care and Shelter Branch; County Social Services; local governments	If State FAST resources are available, local assessors may utilize them to supplement assessment staff
	59	From OA situation reports, assess State prison and County jail facilities, sorting them into categories of damage	Evaluate the need and ability to shelter jail populations	OA EOC Law Enforcement Branch	MCSO Custody Division; OA EOC Planning Section; CDCR; CDA	Apply up-to-date head counts at each facility to develop estimates of total demand
	60	Access the Law Enforcement Mutual Aid system to begin mobilizing extra-OA resources for securing jails and/or transporting jail populations	Evaluate the need and ability to shelter jail populations	OA EOC Law Enforcement Branch	MCSO Custody Division; local law enforcement agencies	Coordinate with CDCR to begin assisting local or County law enforcement agencies with prisoner transfer
	61	Evaluate OA ability to support populations in minimally or moderately damaged healthcare, medical, and assisted living facilities that are sheltering in place	Evaluate the need to support hospitals and nursing homes as they shelter their populations at the time of the incident	OA EOC Medical/Health Branch	OA EOC Planning Section, Care and Shelter Branch, and Public Works Branch; MMRC; local governments	--
	62	Evaluate OA ability to support populations in minimally or moderately damaged jail facilities that are sheltering in place	Evaluate the need and ability to shelter jail populations	OA EOC Law Enforcement Branch	OA EOC Planning Section, Logistics Section; MCSO Custody Division; CDCR	--
	63	Assess access and functional needs among incarcerated populations to be relocated, as well as the capacity of receiving facilities to meet those needs	Evaluate the need and ability to shelter jail populations	OA EOC Law Enforcement Branch	OA EOC Planning Section; MCSO Custody Division; County Social services; FAST	--
	64	Establish situation reporting between the ARC Operations Center, the OA EOC, the REOC, and all other shelter-related organizations in the OA	Coordinate initial damage assessment and other situational reports related to mass care and sheltering	County OES	ARC; County Social Services; local governments; OA EOC Care and Shelter Branch and Planning Section	Situation reports and CAL EOC or Web EOC

Table 5-3. Response timeline for mass care and sheltering and interim housing operations.

Phase	Task	Task/Action Taken or Event Observed	Objective	Coordinating Entity	Supporting Entity	Details/Comments
E to E + 72h continued	65	Monitor unmet access and functional needs of County residents	Coordinate initial damage assessment and other situational reports related to mass care and sheltering	OA EOC Care and Shelter Branch	First responders; ARC; OA EOC Medical/Health Branch and Logistics Section; County Social Services; FAST; local governments; MCIL; key private-sector organizations and NGOs	OA situation reports
E + 72h to E + 14d	66	Monitor the locations where affected populations are gathering, and anticipate locations where they will gather	Coordinate initial damage assessment and other situational reports related to mass care and sheltering	OA EOC Care and Shelter Branch	ARC; County Social Services; OA EOC Law Enforcement Branch and Planning Section; local law enforcement; key CBOs and FBOs; local governments	--
	67	Monitor the need for separate medical care sites (e.g., medical shelters) to care for incarcerated people who require continuous care that cannot be given in general jail population shelters	Evaluate the need and ability to shelter jail populations	OA EOC Law Enforcement Branch	OA EOC Medical/Health Branch and Logistics Section; MCSO Custody Division	--
	68	Deliver electronic, written, and/or verbal reports to cities and the REOC	Provide daily situational status updates and reports	County OES	OA EOC Communications Branch; local communications agencies	Use whatever technologies are available and serviceable at this time
	69	Distribute the electronic, written, and/or verbal reports mentioned above more widely, as required	Provide daily situational status updates and reports	County OES	OA EOC Documentation and Display Branch	--
	70	Establish a report retention system, and implement/apply it regularly	Provide daily situational status updates and reports	County OES	OA EOC Documentation and Display Branch	--
	71	Activate the planned systems and technologies for communications for the OA and local governments	Establish communications systems between mass care sites and the EOC	County OES	OA EOC Communications Branch; local law enforcement	--
	72	Troubleshoot the communications system to verify its functioning and effectiveness; report any problems immediately by whatever other methods are available	Establish communications systems between mass care sites and the EOC	County OES	OA EOC Communications Branch; local law enforcement	--
	73	Include the REOC (or designated substitute) in communications systems as soon as they are capable	Establish communications systems between mass care sites and the EOC	County OES	OA EOC Communications Branch	--

Table 5-3. Response timeline for mass care and sheltering and interim housing operations.

Phase	Task	Task/Action Taken or Event Observed	Objective	Coordinating Entity	Supporting Entity	Details/Comments
E + 72h to E + 14d continued	74	Coordinate with unified State Emergency Function/Federal ESF #6 structure at the SOC or JFO, when it is, or they are, open and functioning	Establish communications systems between mass care sites and the EOC	OA EOC	--	--
	75	Collect and consolidate safety assessments, damage assessments, and other situational reports, which will include similar information as in the E + 72h phase	Initiate the damage assessment and building inspections of shelter sites	OA EOC Planning Section	DPW, local law enforcement, local fire	Include projections of damage assessments from USGS, California Geological Survey, Northern California Earthquake Center, and others
	76	Continue formal safety inspections by County inspectors, State Assessment Team members, and others; red-, yellow-, or green-tag buildings, as appropriate	Initiate the damage assessment and building inspections of shelter sites	OA EOC Operations Section	CDA; DPW; OA EOC Planning Section; local governments	
	77	Continue integrating and coordinating all of the above information to develop awareness of total sheltering demand	Initiate the damage assessment and building inspections of shelter sites	OA EOC Care and Shelter Branch	OA EOC Planning Section; ARC; local governments	--
	78	Monitor changing shelter space capacity within each city and the County as a whole, and estimate potential local shelter space shortfalls	Initiate the damage assessment and building inspections of shelter sites	OA EOC Care and Shelter Branch	ARC; County Social Services; CDA; OA EOC Planning Section; local governments	Consolidate OA information regarding damage to structures suitable for or pre-designated as shelters
	79	Report demand for shelter and potential shortfall of space to the ARC, the REOC, and to any and all other relevant shelter-related organizations	Initiate the damage assessment and building inspections of shelter sites	OA EOC Care and Shelter Branch	ARC; County Social Services; Salvation Army; OA EOC Planning Section; County OES; local governments	--
	80	Establish contact with the ARC Disaster Relief Operation to coordinate shelter services in the affected area	Begin to open additional shelters	OA EOC Care and Shelter Branch	ARC	--
	81	Maintain communications about shelter availability and shortfall of space between the ARC Disaster Relief Operation, the REOC, and other shelter-related organizations	Begin to open additional shelters	OA EOC Care and Shelter Branch	ARC; County Social Services; local governments; County OES	--
	82	Assimilate State shelter support staff into local shelter operations	Begin to open additional shelters	OA EOC Care and Shelter Branch	ARC; OA EOC Logistics Section; local governments	--
	83	Establish housing and feeding systems for State staff supporting shelter operations in the County	Begin to open additional shelters	OA EOC Care and Shelter Branch	OA EOC Logistics Section and Public Works Branch; local governments	--
84	Event observed: FEMA operations push mass care supplies to staging areas outside affected area even before request	Support people who choose not to use shelters by providing information and bulk supplies to the extent possible	FEMA	SOC	Unified Command at FEMA JFO will manage all activities	

Table 5-3. Response timeline for mass care and sheltering and interim housing operations.

Phase	Task	Task/Action Taken or Event Observed	Objective	Coordinating Entity	Supporting Entity	Details/Comments
E + 72h to E + 14d continued	85	Establish a system for and coordinate spontaneous volunteers	Begin to open additional shelters	OA EOC Personnel Branch	ARC; CVNL; shelter operators; key private-sector organizations and NGOs; local governments	--
	86	Coordinate the logistics of local staging areas in the affected area	Support people who choose not to use shelters by providing information and bulk supplies to the extent possible	OA EOC Supply Branch	OA EOC Law Enforcement Branch; local governments	--
	87	Establish suitable PODs to receive pushed commodities	Support people who choose not to use shelters by providing information and bulk supplies to the extent possible	OA EOC Logistics Section	Local governments, Law Enforcement Branch, and Care and Shelter Branch	FEMA staging areas, some local staging areas, and possible OA POD sites have been pre-identified
	88	Arrange for systems and staff to be present and ready to distribute caches of supplies at PODs	Support people who choose not to use shelters by providing information and bulk supplies to the extent possible	Local governments	OA EOC Logistics Section and Law Enforcement Branch; key private-sector organizations and NGOs	--
	89	Support allocation of supplies to suitable PODs	Support people who choose not to use shelters by providing information and bulk supplies to the extent possible	OA EOC Logistics Section	OA EOC Law Enforcement Branch; local governments; key private-sector organizations and NGOs	--
	90	Receive and distribute "pushed" Federal supplies of food, etc.	Support people who choose not to use shelters by providing information and bulk supplies to the extent possible	OA EOC Logistics Section	OA EOC Law Enforcement Branch; ARC; local governments; key private-sector organizations and NGOs	--
	91	Utilize Care and Shelter Situation Reports and the projection of shelter openings to develop and implement alternative sheltering options	Begin to open additional shelters	OA EOC Care and Shelter Branch	OA EOC Planning Section and Law Enforcement Branch; ARC; HHS; local governments	--
	92	Coordinate allocation of any stored caches of food, supplies, equipment, etc., with ARC, the Salvation Army, and other organizations	Begin to open additional shelters	OA EOC Logistics Section	ARC; Salvation Army; OA EOC Planning Section, Law Enforcement Branch, and Care and Shelter Branch; local governments; MIDC partners and other key private-sector organizations and NGOs	Resources include available private-sector resources from agricultural warehouses and food banks

Table 5-3. Response timeline for mass care and sheltering and interim housing operations.

Phase	Task	Task/Action Taken or Event Observed	Objective	Coordinating Entity	Supporting Entity	Details/Comments
E + 72h to E + 14d continued	93	Identify additional shelter locations in the OA that require transportation access	Provide information to the Public Works Branch about routes that must be opened to support shelter operations	OA EOC Care and Shelter Branch	OA EOC Transportation Branch and Public Works Branch; ARC; local governments	--
	94	Develop a list of priority transportation routes to provide access for large concentrations of people who seek shelter in their community	Provide information to the Public Works Branch about routes that must be opened to support shelter operations	OA EOC Care and Shelter Branch	OA EOC Public Works Branch and Law Enforcement Branch; local governments	Provide prioritized list to the Public Works Branch and copy the Transportation Branch for better coordination
	95	Activate shelter resident registration and tracking systems at shelters and evacuation points	Begin to open additional shelters	ARC	County Social Services; shelter operators; local governments	Use information to support assistance programs; ensure confidentiality
	96	Track receiving of those seeking shelter at emergency shelters and evacuation points	Begin to open additional shelters	ARC	County Social Services; shelter operators; local governments	--
	97	Coordinate shelter tracking information between OA EOC, the REOC, ARC, and others to report and track progress in opening shelters and managing their capacity, supplies, resupply, etc.	Begin to open additional shelters	OA EOC Care and Shelter Branch	ARC; local governments; County OES	--
	98	Report all progress and problems to relevant agencies using appropriate communications systems	Begin to open additional shelters	OA EOC Care and Shelter Branch	ARC; local governments; communications agencies	--
	99	Assess locations where possible shelter shortfalls, independent shelters, and other needs exist	Begin to open additional shelters	OA EOC Care and Shelter Branch	ARC; County Social Services; OA EOC Law Enforcement Branch and Planning Section; local governments; key private-sector organizations and NGOs	--
	100	Identify sites near evacuation points, shelters, and PODs to stage supplies for mass feeding	Begin to identify locations for mass feeding sites	OA EOC Care and Shelter Branch	OA EOC Logistics Section and Law Enforcement Branch; ARC; Salvation Army; MIDC; local governments	--
	101	Monitor information collected on numbers and types of companion animals present at shelters to refine earlier estimates of total demand for animal shelters	Initiate animal shelters	MHS	OA EOC Care and Shelter Branch; ARC; shelter operators; local law enforcement	Further amend those estimates with collected data on service animals that are allowed to be in human shelters
	102	Support animal shelters, including those shelters for companion animals that are co-located with human shelters	Initiate animal shelters	MHS	OA EOC Care and Shelter Branch; ARC; shelter operators; local law enforcement	--

Table 5-3. Response timeline for mass care and sheltering and interim housing operations.

Phase	Task	Task/Action Taken or Event Observed	Objective	Coordinating Entity	Supporting Entity	Details/Comments
E + 72h to E + 14d continued	103	Support MHS and other veterinarian programs to continue moving equipment, supplies, cages, medicines, etc., into position near all animal shelters	Initiate animal shelters	MHS	OA EOC Care and Shelter Branch; local governments	--
	104	Activate plans for registration, tracking, providing security, and managing animal shelter sites, including pet owners in the care and operation of the animal shelters to the greatest extent possible	Initiate animal shelters	MHS	ARC; shelter operators; local law enforcement	--
	105	Monitor active animal shelters throughout the OA that are sheltering companion animals	Initiate animal shelters	MHS	OA EOC Care and Shelter Branch; local governments	--
	106	Support development of public information regarding animal shelter locations and the rights and responsibilities of the owners that use them; discourage the public from setting up their own animal shelters	Initiate animal shelters	MHS	OA EOC Care and Shelter Branch; local law enforcement; local governments; OA JIC	--
	107	Maintain contact with any local animal protection NGOs that can help monitor communities for spontaneous animal shelters	Initiate animal shelters	MHS	Key private-sector organizations and NGOs; local law enforcement	--
	108	Continue to obtain information on locations, sizes, and needs of shelter populations	Monitor the capability of currently open shelters to serve their residents	OA EOC Care and Shelter Branch	OA EOC Planning Section; ARC; County Social Services; MHS; local governments	--
	109	Monitor implementation of shelter resident registrations and tracking systems	Monitor the capability of currently open shelters to serve their residents	ARC	County Social Services; shelter operators; local governments	Protecting the confidentiality of shelter occupants is a priority
	110	Evaluate shelter locations and space shortfalls on a regular basis	Monitor the capability of currently open shelters to serve their residents	OA EOC Care and Shelter Branch	ARC; County Social Services; MHS; shelter operators; local governments	Track and evaluate “fallback” options for those who would have opted to stay at a shelter, but for whom no space was available
	111	Verify that Federal- and State-supplied care and shelter-related commodities and equipment are being distributed efficiently and as planned	Monitor the capability of currently open shelters to serve their residents	OA EOC Care and Shelter Branch	FEMA; CDFA; U.S. Department of Energy; Cal OES-OAFN; OA EOC Logistics Section; ARC; HHS; MHS	--
	112	Verify that Federal- and State-supplied goods required to meet the full range of access and functional needs are being distributed efficiently and as planned	Monitor the capability of currently open shelters to serve their residents	OA EOC Care and Shelter Branch	OA EOC Logistics Section; HHS; ARC; local governments; Cal OES-OAFN	--
	113	Verify adequate shelter staffing levels and enhance where needed	Monitor the capability of currently open shelters to serve their residents	OA EOC Care and Shelter Branch	ARC; MHS; OA EOC Personnel Branch; shelter operators; local governments	--

Table 5-3. Response timeline for mass care and sheltering and interim housing operations.

Phase	Task	Task/Action Taken or Event Observed	Objective	Coordinating Entity	Supporting Entity	Details/Comments
E + 72h to E + 14d continued	114	Identify needs for specialized staff and their skills to meet needs for security, site management, companion animal support, and people with disabilities and other access and functional needs	Monitor the capability of currently open shelters to serve their residents	OA EOC Care and Shelter Branch	ARC; HHS; MHS; OA EOC Personnel Branch; local governments; FAST	--
	115	Monitor the environmental and public health conditions of shelters and their residents	Monitor the capability of currently open shelters to serve their residents	OA EOC Care and Shelter Branch	County Public Health; County Environmental Health; ARC; local governments	--
	116	Monitor kitchen sanitation and food safety in fixed and mobile feeding operations	Monitor the capability of currently open shelters to serve their residents	OA EOC Care and Shelter Branch	Salvation Army; ARC; shelter operators; County Environmental Health; local governments	--
	117	Continue to deliver daily situation reports to local EOCs, the REOC, ARC programs, and other sheltering organizations on all conditions and progress in addressing problems	Monitor the capability of currently open shelters to serve their residents	OA EOC Care and Shelter Branch	County OES; ARC; local governments; shelter operators; MHS	--
	118	Evaluate collected data on shelter locations and the size of shelter space shortfalls	Estimate the need to implement alternative sheltering strategies (e.g., soft-sided sheltering)	OA EOC Care and Shelter Branch	ARC; County Social Services; MHS; OA EOC Planning Section; local governments	--
	119	Investigate locations, numbers, quality, and safety of independent shelters, self-provided shelters, and unofficial shelters provided by FBOs or CBOs within the OA	Estimate the need to implement alternative sheltering strategies (e.g., soft-sided sheltering)	OA EOC Care and Shelter Branch	County Social Services; FAST; ARC; OA EOC Law Enforcement Branch; local governments and law enforcement; County Public Health; County Environmental Health; CDA	--
	120	Monitor the ability of existing alternative shelter options (tent cities, warehouses, mega-shelters, etc.) to meet access and functional needs	Estimate the need to implement alternative sheltering strategies (e.g., soft-sided sheltering)	OA EOC Care and Shelter Branch	FAST; County Social Services; ARC; local governments	--
	121	Implement alternative sheltering strategies, including the support of independent shelters that will remain open and consolidating or closing shelter operations that cannot be supported, to the extent possible and necessary	Estimate the need to implement alternative sheltering strategies (e.g., soft-sided sheltering)	OA EOC Care and Shelter Branch	ARC; ESF #6; County Social Services; MHS; OA EOC Transportation Branch; local law enforcement; local governments	--
	122	Obtain any lists of sites pre-identified as being suitable (flat, free of debris, public lands, near roads, dry, etc.) for alternative housing	Estimate the need to implement alternative sheltering strategies (e.g., soft-sided sheltering)	OA EOC Care and Shelter Branch	CDA; MCSO; Parks and Open Space; OA EOC Planning Section; local governments	--

Table 5-3. Response timeline for mass care and sheltering and interim housing operations.

Phase	Task	Task/Action Taken or Event Observed	Objective	Coordinating Entity	Supporting Entity	Details/Comments
E + 72h to E + 14d continued	123	Evaluate sites for availability and suitability (i.e., accessibility, proximity, size, etc.) in current situation	Estimate the need to implement alternative sheltering strategies (e.g., soft-sided sheltering)	OA EOC Care and Shelter Branch	MCSO; Parks and Open Space; FAST; County Public Health; County Environmental Health; local governments; ARC	--
	124	Match potential locations with existing alternative shelter options (e.g., tent cities, warehouses, mega-shelters) for maximum suitability	Estimate the need to implement alternative sheltering strategies (e.g., soft-sided sheltering)	OA EOC Care and Shelter Branch	ARC; MCSO; Parks and Open Space; local governments	--
	125	Assess transportation/evacuation options to prioritize alternative sheltering sites	Estimate the need to implement alternative sheltering strategies (e.g., soft-sided sheltering)	OA EOC Care and Shelter Branch	OA EOC Transportation Branch, Law Enforcement Branch, and Public Works Branch; local governments	--
	126	Estimate the ability to meet shelter space shortfall in each affected community through combinations of alternative sheltering methods	Estimate the need to implement alternative sheltering strategies (e.g., soft-sided sheltering)	OA EOC Care and Shelter Branch	ARC; OA EOC Planning Section; local governments and planning	Communities include both incorporated an unincorporated areas
	127	Evaluate the need to activate one or more MACS groups and select agencies and organizations to participate	Establish a MACS group for shelter operations, as needed	OA EOC Care and Shelter Branch	County OES; MACS group participants	Based on issues raised in situation reports and implementation of tasks above
	128	Evaluate and establish the MACS group(s) as necessary	Establish a MACS group for shelter operations, as needed	OA EOC Care and Shelter Branch	County OES; MACS group participants	One MACS group likely to be needed is a Shelter Assessment Team to help prioritize resource requirements and resolve critical delivery issues
	129	Convene the initial MACS group meeting to identify problems, set targets and desired outcomes, and make plans to address relevant issues	Establish a MACS group for shelter operations, as needed	OA EOC Care and Shelter Branch	MACS group participants	--
	130	Mobilize trained personnel to evaluate the mental and physical health of shelter residents	Evaluate the access and functional needs of shelter residents	OA EOC Care and Shelter Branch	County Mental Health; County Social Services; ARC; OA EOC Medical/Health Branch; local governments	State FAST, the Medical Health Mutual Aid system, and other State resources should be utilized for these steps
	131	Mobilize trained personnel to evaluate the need for specialists to provide added supervision or support, assistance in maintaining independence, etc., for shelter residents	Evaluate the access and functional needs of shelter residents	OA EOC Care and Shelter Branch	OA EOC Medical/Health Branch; ARC; FAST; MCIL; local governments	--
	132	Identify shelters that require supplementary mental health support resources and coordinate the follow-up services	Evaluate the access and functional needs of shelter residents	OA EOC Care and Shelter Branch	OA EOC Medical/Health Branch; local governments	--

Table 5-3. Response timeline for mass care and sheltering and interim housing operations.

Phase	Task	Task/Action Taken or Event Observed	Objective	Coordinating Entity	Supporting Entity	Details/Comments
E + 72h to E + 14d continued	133	Coordinate with the OA EOC Transportation Branch to assess the access and functional needs of the people using evacuation systems	Evaluate the access and functional needs of shelter residents	OA EOC Care and Shelter Branch	County Social Services; OA EOC Transportation Branch; local governments and transportation authorities	--
	134	Refine initial estimates of the numbers of people in each access and functional need category (CMIST) into more accurate counts	Evaluate the access and functional needs of shelter residents	OA EOC Care and Shelter Branch	ARC; FAST; County Social Services; OA EOC Planning Section; local planning departments	CMIST: communication, medical care, [maintaining] independence, support (or supervision), and transportation
	135	Use the Medical Health Mutual Aid System and FAST to speed the process, prioritize the urgency of individuals' needs, and verify the appropriateness of response options	Identify shelter residents who require continuous medical care and cannot be served in general population shelters, and develop alternative strategies to address their conditions (e.g., evacuation, relocation to medical care facilities)	OA EOC Care and Shelter Branch	County Social Services; FAST; OA EOC Medical/Health Branch; shelter operators; local governments	Utilize the Medical Health Mutual Aid System; base actions on analysis of individuals' needs
	136	Link shelter registration and resident tracking database(s) with medical assessments	Identify shelter residents who require continuous medical care and cannot be served in general population shelters, and develop alternative strategies to address their conditions (e.g., evacuation, relocation to medical care facilities)	OA EOC Medical/Health Branch	ARC; FAST; local governments; OA EOC Care and Shelter Branch	Protect confidentiality of shelter residents as information is shared among agencies
	137	Compile OA totals of different degrees and types of medical needs	Identify shelter residents who require continuous medical care and cannot be served in general population shelters, and develop alternative strategies to address their conditions (e.g., evacuation, relocation to medical care facilities)	OA EOC Medical/Health Branch	ARC; local governments; OA EOC Planning Section; OA EOC Care and Shelter Branch	Use results to ensure that medical needs that cannot be met in general populations shelters are served
	138	Evaluate options for care of shelter residents with medical needs	Identify shelter residents who require continuous medical care and cannot be served in general population shelters, and develop alternative strategies to address their conditions (e.g., evacuation, relocation to medical care facilities)	OA EOC Medical/Health Branch	OA EOC Care and Shelter Branch; ARC; OA EOC Planning Section, Logistics Section, and Law Enforcement Branch; transportation authorities; local governments	--

Table 5-3. Response timeline for mass care and sheltering and interim housing operations.

Phase	Task	Task/Action Taken or Event Observed	Objective	Coordinating Entity	Supporting Entity	Details/Comments
E + 72h to E + 14d continued	139	Select options for medical care	Identify shelter residents who require continuous medical care and cannot be served in general population shelters, and develop alternative strategies to address their conditions (e.g., evacuation, relocation to medical care facilities)	OA EOC Medical/Health Branch	OA EOC Care and Shelter Branch, Planning Section, Logistics Section, and Law Enforcement Branch; ARC; County Public Health; transportation authorities; local government	Prioritize residents according to urgency of medical need
	140	Coordinate transportation of people requiring continuous medical care from general population shelters	Identify shelter residents who require continuous medical care and cannot be served in general population shelters, and develop alternative strategies to address their conditions (e.g., evacuation, relocation to medical care facilities)	OA EOC Medical/Health Branch	County Public Health; OA EOC Transportation Branch; local governments	--
	141	Coordinate with the U.S. Postal Service to re-establish mail delivery to shelter residents in less heavily affected areas	Establish communications systems between mass care sites and the EOC	U.S. Postal Service	ESF #6; OA EOC Logistics Section, Care and Shelter Branch, and Public Works Branch; local governments	--
	142	Provide fixed feeding and some level of bulk distribution of life-sustaining supplies	Support people who choose not to use shelters by providing information and bulk supplies to the extent possible	OA EOC Logistics Section	OA EOC Care and Shelter Branch; ARC; Salvation Army; County Social Services; MIDC partners and other key private-sector organizations and NGOs; local governments	--
	143	Identify sites for mass feeding	Operate mass feeding sites	OA EOC Care and Shelter Branch	OA EOC Law Enforcement Branch; Salvation Army; ARC; County Social Services; local governments	Locations based on available space adjacent to identified need; other non-sheltering services may be co-located
	144	Request staff to operate mass feeding sites	Operate mass feeding sites	OA EOC Care and Shelter Branch	OA EOC Logistics Section; Salvation Army; ARC; County Social Services; local governments; MIDC partners and other key private-sector organizations and NGOs	Based on location, includes FBOs or CBOs

Table 5-3. Response timeline for mass care and sheltering and interim housing operations.

Phase	Task	Task/Action Taken or Event Observed	Objective	Coordinating Entity	Supporting Entity	Details/Comments
E + 72h to E + 14d continued	145	Begin establishing regular meal times and separate distribution of food packages for those who are self-sheltering	Operate mass feeding sites	OA EOC Care and Shelter Branch	OA EOC Logistics Section; Salvation Army; ARC; County Social Services; local governments; MIDC partners and other key private-sector organizations and NGOs	--
	146	Resupply as early and as often as possible	Operate mass feeding sites	OA EOC Logistics Section	OA EOC Care and Shelter Branch; Salvation Army; ARC; County Social Services; local governments; MIDC partners and other key private-sector organizations and NGOs	Based on the amount of access for getting outside supplies into the OA, to PODs, and to the mass feeding sites All ordering outside of ARC channels should be centralized through the EOC (single-point ordering)
	147	Make staffing plans for rotating staff at the mass feeding sites	Operate mass feeding sites	OA EOC Care and Shelter Branch	OA EOC Logistics Section; Salvation Army; ARC; County Social Services; local governments; MIDC partners and other key private-sector organizations and NGOs	--
	148	Evaluate suitability and acceptability (to the affected residents) of evacuation options instead of support for self-sheltering or independent shelters	Support people who choose not to use shelters by providing information and bulk supplies to the extent possible	OA EOC Care and Shelter Branch	OA EOC Logistics Section, Law Enforcement Branch, and Medical/Health Branch; local governments	--
	149	Event Observed: Evacuate those who choose to be evacuated instead of going to a shelter or self-sheltering	Support people who choose not to use shelters by providing information and bulk supplies to the extent possible	OA EOC Law Enforcement Branch	OA EOC Transportation Branch; PIO/JIC; local law enforcement	The Mass Transportation and Evacuation Plan provides more evacuation detail
	150	List the amount or numbers and types of supplies and equipment (beyond the obvious food and water) that are needed in various locations	Support people who choose not to use shelters by providing information and bulk supplies to the extent possible	OA EOC Care and Shelter Branch	ARC; shelter operators; County Social Services; OA EOC Logistics Section; local governments; MIDC partners and other key private-sector organizations and NGOs	--

Table 5-3. Response timeline for mass care and sheltering and interim housing operations.

Phase	Task	Task/Action Taken or Event Observed	Objective	Coordinating Entity	Supporting Entity	Details/Comments
E + 72h to E + 14d continued	151	Request supplies (with the exception of those through ARC channels) through the EOC (single-point ordering)	Support people who choose not to use shelters by providing information and bulk supplies to the extent possible	OA EOC Care and Shelter Branch	OA EOC Logistics Section; local governments; ARC; MIDC partners and other key private-sector organizations and NGOs	--
	152	Make regular distributions of food and other supplies to support people	Support people who choose not to use shelters by providing information and bulk supplies to the extent possible	OA EOC Logistics Section	OA EOC Care and Shelter Branch; ARC; local governments	--
	153	Make staffing plans for rotating staff working in non-shelter support	Support people who choose not to use shelters by providing information and bulk supplies to the extent possible	OA EOC Logistics Section	ARC; OA EOC Care and Shelter Branch; County Social Services; CVNL; Salvation Army; local governments	--
	154	Immediately establish and implement a system for resupplying the PODs	Support people who choose not to use shelters by providing information and bulk supplies to the extent possible	OA EOC Logistics Section	Local governments; Cal OES; FEMA; MIDC partners and other key private-sector organizations and NGOs	Initially available caches and the first wave of pushed supplies will be quickly depleted; evaluate available private-sector warehouse supplies; implement supply process often; see process described in Marin OA Catastrophic Earthquake Logistics Response Annex
	155	Activate the ARC and any other NGO family reunification systems to the extent possible with available technology	Initiate governmental and/or non-governmental systems for tracking displaced residents and reunifying households	OA EOC Care and Shelter Branch	ARC; County Social Services; local governments; key private-sector organizations and NGOs	--
	156	Integrate shelter registration and resident-tracking systems to develop a master database of people using shelters	Initiate governmental and/or non-governmental systems for tracking displaced residents and reunifying households	OA EOC Care and Shelter Branch	ARC; County Social Services; local governments	Protect confidentiality as information is shared across agencies; information supports access to transition and assistance programs
	157	Notify Marin Children and Family Services of children that have not been picked up at schools or childcare	Initiate governmental and/or non-governmental systems for tracking displaced residents and reunifying households	OA EOC Care and Shelter Branch	MCOE; MCSO; OA EOC Communications Branch; local law enforcement	--
	158	Event Observed: FEMA activates National Teleregistration Center	Initiate governmental and/or non-governmental systems for tracking displaced residents and reunifying households	FEMA	Cal OES JIC; OA EOC Care and Shelter Branch; OA PIO/JIC	Allow people to access Assistance to Individual and Households through 800 number and the FEMA website; publicize assistance programs; direct shelter and non-shelter residents to the program

Table 5-3. Response timeline for mass care and sheltering and interim housing operations.

Phase	Task	Task/Action Taken or Event Observed	Objective	Coordinating Entity	Supporting Entity	Details/Comments
E + 72h to E + 14d continued	159	Establish LACs	Establish LACs and/or DRCs	OA EOC Care and Shelter Branch	OA EOC Logistics Section and Public Works Branch; local governments; Cal OES; FEMA; County OES; MIDC partners and other private-sector organizations and NGOs	Staffed and supported by local, State, and Federal agencies, as well as key private-sector organizations and NGOs
	160	Coordinate distribution of supplies to LACs	Establish LACs and/or DRCs	OA EOC Logistics Section	OA EOC Public Works Branch; County OES; County Social Services; local governments	--
	161	Advertise FEMA Teleregistration number and information to families at shelters and the LAC/DRC	Initiate registration for individual housing assistance	OA PIO/JIS	ARC; County OES; local governments	--
	162	Establish FEMA internet registration capabilities at the LAC/DRC	Initiate registration for individual housing assistance	County Social Services	OA EOC Communications Branch; local communications agencies; key private-sector organizations and NGOs	--
	163	Begin provision of Expedited Assistance (FEMA IHP) to eligible families	Initiate registration for individual housing assistance	County Social Services	OA EOC Care and Shelter Branch; local governments	--
	164	Initiate State of California Disaster Grants (State Supplemental Grant Program) eligibility analysis	Initiate registration for individual housing assistance	County Social Services	OA EOC Care and Shelter Branch; local governments	--
	165	Determine through CDSS the State departments and regionally based NGOs that help families identify, locate, and connect to local, State, and Federal programs; identify rental housing; and access financial assistance	Initiate registration for individual housing assistance	County Social Services	County OES; MIDC and other key private-sector organizations and NGOs	--
	166	Regularly aggregate all data sources to provide a central clearinghouse of individuals seeking aid	Initiate governmental and/or non-governmental systems for tracking displaced residents and reunifying households	County Social Services	ARC; OA EOC Care and Shelter Branch; LAC/DRC; local governments; key private-sector organizations and NGOs	Knowing who sought service when and where will be useful in later response phases
	167	Support Federal and State reunification efforts and notification activities with any individual and/or combined databases available	Initiate governmental and/or non-governmental systems for tracking displaced residents and reunifying households	County Social Services	ARC; OA EOC Care and Shelter Branch; local governments	--
	168	Include information about the tracking and reunification systems in public information updates and announcements	Initiate governmental and/or non-governmental systems for tracking displaced residents and reunifying households	County Social Services	OA JIC; FEMA ESF #6; local government PIOs	--

Table 5-3. Response timeline for mass care and sheltering and interim housing operations.

Phase	Task	Task/Action Taken or Event Observed	Objective	Coordinating Entity	Supporting Entity	Details/Comments
E + 72h to E + 14d continued	169	As the County EOC PIO/JIC aggregates daily reports (or those delivered at other frequencies), begin supporting the preparation of public information statements and advisories	Prepare and disseminate information to local residents about shelter activation, locations, and services	OA EOC Care and Shelter Branch	County OES; OA PIO/JIC; OA EOC Planning Section; ARC; FEMA ESF #6; local government PIOs; local EOCs	--
	170	Prepare and disseminate public information on shelter activation status, space availability, and locations and hours of non-shelter services (e.g., mass feeding, PODs) through JIC	Prepare and disseminate information to local residents about shelter activation, locations, and services	OA EOC Care and Shelter Branch	County OES; OA JIC; ARC; FEMA ESF #6; local government PIOs	--
	171	Event Observed: Prepare and disseminate public information through JIC on transportation and evacuation options, including route status, route-opening schedule, and departure and arrival locations and hours of operation	Prepare and disseminate information to local residents about shelter activation, locations, and services	OA EOC	Local governments	--
	172	Coordinate with JIC the planned frequency of new announcements so that people know when to expect further information	Prepare and disseminate information to local residents about shelter activation, locations, and services	OA EOC Care and Shelter Branch	OA JIC; local government PIOs; ARC	--
	173	If there is no new information at the planned intervals, continue to provide notifications, specifically noting the lack of new details	Prepare and disseminate information to local residents about shelter activation, locations, and services	OA EOC Care and Shelter Branch	OA JIC; local government PIOs; ARC	--
	174	As with sheltering and transportation announcements and public information, provide regular updates and planned schedules to tourists and visitors	Prepare and disseminate information to local residents about shelter activation, locations, and services	OA EOC Care and Shelter Branch	County OES; OA JIC; FEMA ESF #6; local government PIOs	--
	175	Target and emphasize information dissemination efforts in certain geographic areas to produce maximum reach at minimum effort or cost	Prepare and disseminate information to local residents about shelter activation, locations, and services	OA PIO/JIC	County OES; OA EOC Logistics Section, Care and Shelter Branch; ESF #6; local government PIOs	Consider all means of communications, including aircraft/blimp signage or hailer/PA system; alert door hangers
	176	After initial safety assessments are done for shelter facility suitability and priority roadways, begin safety assessments of locations suitable for interim housing	Collect data from damage assessments and building inspections of housing units	CDA	OA EOC Public Works Branch, Care and Shelter Branch; local government planning; available building inspectors	--
	177	Begin more formal inspections of shelter facilities, because the initial damage assessments and evaluations for immediate and most urgent shelter set-up are likely to have been incomplete	Collect data from damage assessments and building inspections of housing units	CDA	OA EOC Public Works Branch, Care and Shelter Branch; local government planning; available building inspectors	--

Table 5-3. Response timeline for mass care and sheltering and interim housing operations.

Phase	Task	Task/Action Taken or Event Observed	Objective	Coordinating Entity	Supporting Entity	Details/Comments
E + 72h to E + 14d continued	178	Create local and centralized databases of results of safety assessments, damage assessments, and other formal inspections of shelters and interim housing options	Collect data from damage assessments and building inspections of housing units	CDA	OA EOC Public Works Branch, Care and Shelter Branch; County Social Services; local government planning; available building inspectors	--
	179	Deliver compiled data to ARC, the EOCs, the REOC, the LACs, the DRC, and any MACS group established with mass care and sheltering as part of its duties	Collect data from damage assessments and building inspections of housing units	CDA	OA EOC Planning Section; local government planning; ESF #6	--
	180	In parallel with activating government programs, agencies, MACS groups, etc., use the private sector to enhance provision of mass care and sheltering activities	Integrate appropriate care and sheltering resources from the private sector	OA EOC Care and Shelter Branch	OA EOC Private Sector Liaison; MIDC and other key private-sector organizations and NGOs; local governments	--
	181	Activate any necessary vendor contracts, MOAs, and/or MOUs	Integrate appropriate care and sheltering resources from the private sector	OA EOC Logistics Section	OA EOC Private Sector Liaison; local government procurement departments	--
	182	Event Observed: Establish liaisons or POCs between major private-sector suppliers of goods or services and relevant agencies	Integrate appropriate care and sheltering resources from the private sector	OA EOC Private Sector Liaison	OA EOC Logistics Section and Care and Shelter Branch; County OES; key private-sector organizations and NGOs; MIDC	--
	183	Event Observed: Arrange a system for moving private-sector goods, services, and staff (preferably with their own housing and support plans) into the affected area	Integrate appropriate care and sheltering resources from the private sector	OA EOC Logistics Section	Local governments; OA EOC Private Sector Liaison; MIDC; key private-sector organizations and NGOs	--
	184	Identify potential locations of LACs and the specific government agencies and NGOs to be represented in the LAC	Establish LACs/DRCs	OA EOC Care and Shelter Branch	County Social Services; OA EOC Logistics Section; local governments	--
	185	Coordinate with Cal OES to co-locate LACs with FEMA DRCs	Establish LACs/DRCs	OA EOC Care and Shelter Branch	Cal OES; County Social Services; OA EOC Logistics Section; local governments	--
	186	Connect families to local, State, Federal, and nonprofit services and programs	Establish LACs/DRCs	County Social Services	County OES; OA EOC Care and Shelter Branch; OA PIO/JIS; local governments	--

Table 5-3. Response timeline for mass care and sheltering and interim housing operations.

Phase	Task	Task/Action Taken or Event Observed	Objective	Coordinating Entity	Supporting Entity	Details/Comments
E + 72h to E + 14d continued	187	Staff shelters with ARC personnel or personnel from other shelter-operating agencies, as appropriate and available	Mobilize staff and supplies for shelter and evacuation sites	OA EOC Care and Shelter Branch	ARC; OA EOC Personnel Branch; CVNL; key private-sector organizations and NGOs	--
	188	Request additional transportation staff for evacuation operations	Mobilize staff and supplies for shelter and evacuation sites	OA EOC Law Enforcement Branch	OA EOC Transportation Branch, Care and Shelter Branch, and Personnel Branch; local transportation authorities	--
	189	Event Observed: Request additional staff for evacuation operations, as needed, from Cal OES, CaliforniaVolunteers, or other State or national organizations	Mobilize staff and supplies for shelter and evacuation sites	OA EOC	Local governments	--
	190	Provide the OA EOC Transportation Branch with data from shelter registration/tracking systems, and any follow-up surveys of shelter residents' access and functional needs or animal care and sheltering needs; update as necessary	Coordinate with the Transportation Branch to identify shelter capacities for evacuee needs	OA EOC Care and Shelter Branch	ARC; shelter operators; County OES; MHS; OA EOC Transportation Branch; local governments	--
	191	Provide Transportation Branch with locations of evacuation shelters and regular shelters	Coordinate with the Transportation Branch to locate and establish evacuation sites, for transferring and receiving evacuees, that provide (1) points for initial collection of evacuees; (2) shelters to receive evacuees; and (3) shelters for those without travel or other housing alternatives	OA EOC Care and Shelter Branch	ARC; OA EOC Law Enforcement Branch, Transportation Branch, and GIS Unit; local governments	The Transportation Branch will establish pickup and drop-off points and key routes for clearance to allow self-transportation and assisted evacuation
	192	Request priority transportation routes and plans from the Transportation Branch to plan mass care support	Coordinate with the Transportation Branch to locate and establish evacuation sites, for transferring and receiving evacuees, that provide (1) points for initial collection of evacuees; (2) shelters to receive evacuees; and (3) shelters for those without travel or other housing alternatives	OA EOC Care and Shelter Branch	OA EOC Transportation Branch, Public Works Branch, Planning Section; local governments	--
	193	Update the local EOCs, the REOC, and other entities as often as needed to maintain a current OA-wide knowledge base and situational awareness of these locations and processes	Coordinate with the Transportation Branch to locate and establish evacuation sites, for transferring and receiving evacuees, that provide (1) points for initial collection of evacuees; (2) shelters to receive evacuees; and (3) shelters for those without travel or other housing alternatives	OA EOC Care and Shelter Branch	County OES; OA EOC Planning Section; local EOCs	--
	194	Provide necessary resources for transporting jail populations or providing additional support for sheltering jail populations in place	Coordinate the movement of affected jail populations to shelters that are separate from the general population	OA EOC Law Enforcement Branch	MCSO Custody Division; CDCR; local law enforcement agencies	Consult MCSO Custody Division Policy and Procedure Manual for County jail population; consult CDCR for State prison plans

Table 5-3. Response timeline for mass care and sheltering and interim housing operations.

Phase	Task	Task/Action Taken or Event Observed	Objective	Coordinating Entity	Supporting Entity	Details/Comments
E + 72h to E + 14d continued	195	For counties outside of the affected area, participate in the Law Enforcement Mutual Aid System and make surplus capacity available as needed for transporting prisoners	Coordinate the movement of affected jail populations to shelters that are separate from the general population	OA EOC Law Enforcement Branch	MCSO Custody Division; CDCR; local law enforcement agencies	--
	196	Evaluate the need for space outside the County for facilities receiving relocated prisoners	Coordinate the movement of affected jail populations to shelters that are separate from the general population	OA EOC Law Enforcement Branch	MCSO Custody Division; CDCR; local law enforcement agencies	--
	197	Allocate the “head count” of prisoners to move into each of the host/receiving facilities	Coordinate the movement of affected jail populations to shelters that are separate from the general population	OA EOC Law Enforcement Branch	MCSO Custody Division; CDCR; local law enforcement agencies	As needed, the Transportation Branch at Cal OES’s base of operations or the JFO can provide assistance in the physical moving process
	198	If temporary sheltering of inmates is necessary until space at other formal correctional facilities is made available, take steps consistent with the actions outlined in the details/comments block of this task	Coordinate the movement of affected jail populations to shelters that are separate from the general population	OA EOC Law Enforcement Branch	MCSO Custody Division; CDCR; local law enforcement agencies	1) Provide Transportation Branch with data from registration/tracking systems and any follow-up surveys of sheltered inmates’ access and functional needs; update as necessary. 2) Provide Transportation Branch with locations of evacuation shelters and regular shelters. 3) Request priority transportation routes and plans from the Transportation Branch to plan mass care support. 4) Update the local EOCs, Cal OES, and other entities as often as needed to maintain a current OA-wide knowledge base and situational awareness of these locations and processes.
	199	Work with local and national ARC and the Cal OES Care and Shelter Branch to identify locations suitable for sheltering prisoners (e.g., sites that are well lit, have space for added security, are isolated)	Coordinate the movement of affected jail populations to shelters that are separate from the general population	OA EOC Law Enforcement Branch	ARC; OA EOC Care and Shelter Branch; MCSO Custody Division; CDCR; local law enforcement; REOC/SOC Care and Shelter Branch, Planning Section; Parks and Open Space	--
	200	Arrange/Establish temporary jail population shelter facilities and the staff – especially security and site management – to run the facilities	Coordinate the movement of affected jail populations to shelters that are separate from the general population	OA EOC Law Enforcement Branch	OA EOC Care and Shelter Branch, and Logistics Section; MCSO Custody Division; CDCR; local law enforcement	--

Table 5-3. Response timeline for mass care and sheltering and interim housing operations.

Phase	Task	Task/Action Taken or Event Observed	Objective	Coordinating Entity	Supporting Entity	Details/Comments
E + 72h to E + 14d continued	201	Transport prisoners to shelters	Coordinate the movement of affected jail populations to shelters that are separate from the general population	OA EOC Law Enforcement Branch	OA EOC Planning Section, Logistics Section; MCSO Custody Division; CDCR; local enforcement	--
	202	Employ inmate tracking systems to ensure verification of continued supervision and control	Coordinate the movement of affected jail populations to shelters that are separate from the general population	OA EOC Law Enforcement Branch	MCSO Custody Division; CDCR; local law enforcement	--
	203	Deliver electronic, written, and/or verbal reports to the EOCs and the REOC with whatever technologies are available and serviceable at that time	Continue providing daily situation reports	OA EOC Care and Shelter Branch	OA EOC Planning Section; County OES	--
	204	Convene the County-level Post-Disaster Housing Task Force (PDHTF), which includes local entities with expertise and resources to feed County-specific data to the State-Coordinated Housing Task Force (SCHTF), which includes local, regional, State, and Federal entities with expertise and resources	Convene the local element of the SCHTF to develop a housing plan and coordinate an interim housing strategy	CAO	CDA; County OES; other key County government agencies; local governments; key private-sector organizations and NGOs	Further guidance on PDHTF provided in Section 3.2.1, in the Marin OA Emergency Recovery Plan, and in the Marin OA Post-Disaster Housing Annex
	205	Participate in SCHTF	Convene the local element of the SCHTF to develop a housing plan and coordinate an interim housing strategy	PDHTF	--	Meetings at JFO/SOC or via teleconference; SCHTF should incorporate the authorities, roles, responsibilities, and goals/objectives of its members
	206	Select an individual to act as the PDHTF Lead	Convene the local element of the SCHTF to develop a housing plan and coordinate an interim housing strategy	CAO	CDA; County OES; other key government agencies; local governments	This individual may be pre-identified; the person selected should be the most appropriate individual for the task of leading the PDHTF given the circumstances of the specific incident
	207	Assign specific PDHTF roles and responsibilities	Convene the local element of the SCHTF to develop a housing plan and coordinate an interim housing strategy	PDHTF Lead	PDHTF participants	General roles and responsibilities have been pre-determined in the Post-Disaster Housing Annex
	208	Activate the PDHTF	Convene the local element of the SCHTF to develop a housing plan and coordinate an interim housing strategy	CAO	PDHTF participants	Representatives from each jurisdiction and support staff may be pre-determined
	209	Event Observed: Convene State-coordinated meetings at a location with teleconference capabilities agreed upon by group	Convene the local element of the SCHTF to develop a housing plan and coordinate an interim housing strategy	SOC	OA EOC	--
	210	Event Observed: Ensure communication/coordination between the JFO/SOC Planning and Operations Sections and the OA	Convene the local element of the SCHTF to develop a housing plan and coordinate an interim housing strategy	SOC	OA EOC	--

Table 5-3. Response timeline for mass care and sheltering and interim housing operations.

Phase	Task	Task/Action Taken or Event Observed	Objective	Coordinating Entity	Supporting Entity	Details/Comments
E + 72h to E + 14d continued	211	Develop Housing Plan for affected areas based on input from PDHTF participants	Initiate development of an interim housing strategy that describes interim housing options	PDHTF	OA EOC Planning Section; County OES; CDA; local governments and planning	--
	212	Survey shelter populations to estimate housing need	Assess interim housing requirements, including accessibility for people with disabilities and other access and functional needs	County Social Services	ARC; OA EOC Care and Shelter Branch; shelter operators; local governments	--
	213	Utilize other information, including safety assessments, GIS, FEMA registration information, and the FEMA scoping tool to refine the estimate of housing need	Assess interim housing requirements, including accessibility for people with disabilities and other access and functional needs	County Social Services	OA EOC GIS Unit; County OES; CDA; local governments and planning	--
	214	Develop local and County counts of the demand and need types	Assess interim housing requirements, including accessibility for people with disabilities and other access and functional needs	County Social Services	PDHTF participants; OA EOC Planning Section; local governments and planning	--
	215	Incorporate housing need estimates into Housing Plan	Assess interim housing requirements, including accessibility for people with disabilities and other access and functional needs	PDHTF	--	--
	216	Identify locations/facilities within each jurisdiction that would accommodate community housing sites, private sites, commercial sites, and/or other housing alternatives	Initiate development of an interim housing strategy that describes interim housing options	PDHTF	CDA; local governments and planning; OA EOC Logistics Section, Planning Section	--
	217	Consolidate housing needs information to present a common picture of interim housing demand	Initiate development of an interim housing strategy that describes interim housing options	PDHTF	County Social Services; OA EOC Planning Section; local governments; County OES	--
	218	Identify and prioritize housing alternatives based on input from cities and information gathered by the PDHTF	Initiate development of an interim housing strategy that describes interim housing options	PDHTF	County Social Services; CDA; local governments and planning	This prioritization will be based on local government and other stakeholder input or decisions; see Tables 5-1 and 5-2
	219	Event Observed: Governor or designee signs off on plan, FCO signs off on plan, desired assistance requested from Federal government	Initiate development of an interim housing strategy that describes interim housing options	OA EOC	PDHTF	Plan will be submitted to FEMA, which will provide assistance in accordance with the plan.

Table 5-3. Response timeline for mass care and sheltering and interim housing operations.

Phase	Task	Task/Action Taken or Event Observed	Objective	Coordinating Entity	Supporting Entity	Details/Comments
E + 72h to E + 14d continued	220	Monitor all inflows and outflows of residents to and from all evacuation and care and shelter sites	Maintain ongoing situational awareness of shelter activities	OA EOC Care and Shelter Branch	ARC; County Social Services; OA EOC Law Enforcement Branch, Transportation Branch; local governments; shelter operators; Salvation Army	The goal is to provide integrated shelters and services to all who need them. The initial shelter shortfall will hamper this effort until inspections and delayed damage assessments are completed. Then more space should become available for a wider range of access and functional needs to be met at integrated shelters.
	221	Monitor inflows of Federal- and State-provided supplies and equipment	Maintain ongoing situational awareness of shelter activities	OA EOC Logistics Section	DPW; local government facilities departments; ARC	--
	222	Enhance the integration of private-sector resources into the non-shelter-based care response by providing lists of needs (e.g., food and water, medical care) and their locations to private-sector companies	Continue to integrate appropriate private-sector resources	OA EOC Logistics Section	MIDC; OA EOC Private Sector Liaison; ARC; key private-sector organizations and NGOs; local government facilities departments	--
	223	Enhance the integration of private-sector resources into the animal care and sheltering response by providing lists of needy animals and animal shelters and their locations to relevant private-sector companies, if possible	Continue to integrate appropriate private-sector resources	MHS	MIDC; OA EOC Private Sector Liaison, Care and Shelter Branch, and Logistics Section; local law enforcement; key private-sector organizations and NGOs	--
	224	Monitor spontaneous animal shelters that are not a part of the County shelter plan; close down as resources allow	Maintain ongoing situational awareness of shelter activities	MHS	OA EOC Law Enforcement Branch and Care and Shelter Branch; local law enforcement	--
	225	Continue to coordinate with Federal and State agencies to plan for, receive, and distribute supplies	Monitor and coordinate the capabilities of agencies, vendors, and other organizations to support shelters and displaced residents	OA EOC Logistics Section	OA EOC Care and Shelter Branch; ARC; local governments	--
	226	As needed, continue to activate established vendor contracts or create new ones	Continue to integrate appropriate private-sector resources	OA EOC Logistics Section	OA EOC MIDC Liaison, Private Sector Liaison; local government procurement departments	--

Table 5-3. Response timeline for mass care and sheltering and interim housing operations.

Phase	Task	Task/Action Taken or Event Observed	Objective	Coordinating Entity	Supporting Entity	Details/Comments
E + 14d to E + 60d continued	227	Enhance the integration of private-sector resources into interim housing by providing information about housing locations, supplies, equipment needed, and other important information to relevant private-sector companies	Continue to integrate appropriate private-sector resources	PDHTF	MIDC; OA EOC Private Sector Liaison; key private-sector organizations and NGOs; local governments	--
	228	To encourage the full cooperation of private-sector companies, ensure rapid processing of contracts, invoices, and payments	Continue to integrate appropriate private-sector resources	OA EOC Logistics Section	OA EOC Finance Section; local government procurement departments	--
	229	Monitor and report on changes in self-sheltering, independent shelters, use of alternative shelter options, and the remnant shortfalls	Maintain ongoing situational awareness of shelter activities	OA EOC Care and Shelter Branch	ARC; County Social Services; OA EOC Law Enforcement Branch; local law enforcement; shelter operators	--
	230	Facilitate coordination and cooperation between all agencies and organizations by sharing supply runs and thus reducing “deadhead” runs of empty cargo or transport vehicles	Monitor and coordinate the capabilities of agencies, vendors, and other organizations to support shelters and displaced residents	OA EOC Logistics Section	OA EOC Public Works Branch; ARC; local governments; key private-sector organizations and NGOs	--
	231	Monitor the condition of individuals with disabilities and other access and functional needs at shelters	Maintain ongoing situational awareness of shelter activities	County Social Services	ARC; FAST; shelter operators; OA EOC Medical/Health Branch and Law Enforcement Branch; local governments	--
	232	Begin providing additional services, support systems, and assistance for those who need them at as many shelters as possible	Fully integrate resources for people with disabilities and other access and functional needs, for animals, and for the resupply of shelters and distribution sites that support people outside shelters	County Social Services	ARC; FAST; OA EOC Medical/Health Branch; key private-sector organizations and NGOs; local governments; shelter operators	Evacuation or transport out of the affected area either into a more suitable shelter or directly into interim housing, as it becomes available, may provide better care to these individuals. Family reunification programs will assist this process.
	233	Where necessary, bring in additional staff with the specialized skills and abilities to meet those needs	Fully integrate resources for people with disabilities and other access and functional needs, for animals, and for the resupply of shelters and distribution sites that support people outside shelters	OA EOC Care and Shelter Branch	ARC; FAST; OA EOC Personnel Branch and Medical/Health Branch; local governments; MIDC partners and other key private-sector organizations and NGOs	--

Table 5-3. Response timeline for mass care and sheltering and interim housing operations.

Phase	Task	Task/Action Taken or Event Observed	Objective	Coordinating Entity	Supporting Entity	Details/Comments
E + 14d to E + 60d continued	234	Bring in the necessary equipment to improve the meeting of access and functional needs in general shelters	Fully integrate resources for people with disabilities and other access and functional needs, for animals, and for the resupply of shelters and distribution sites that support people outside shelters	OA EOC Care and Shelter Branch	OA EOC Logistics Section; FAST; MCIL; County Social Services; MIDC partners and other key private-sector organizations and NGOs; local governments	--
	235	Monitor animal shelters, residual demand for them, and conditions at them	Maintain ongoing situational awareness of shelter activities	MHS	OA EOC Care and Shelter Branch; local law enforcement	--
	236	Monitor operations and status of mass feeding, PODs, and other non-shelter sites	Maintain ongoing situational awareness of shelter activities	OA EOC Care and Shelter Branch	ARC; Salvation Army; County Social Services; local governments and law enforcement; OA EOC Logistics Section and Law Enforcement Branch	--
	237	As interim housing is established, monitor flows out of other shelter options and into the interim housing facilities	Maintain ongoing situational awareness of shelter activities	OA EOC Care and Shelter Branch	PDHTF; ARC; OA EOC Transportation Unit; transportation authorities; local governments and law enforcement	--
	238	Monitor shelter inspections and the progress of damage assessments of possible interim housing sites or facilities	Maintain ongoing situational awareness of shelter activities	County Social Services	CDA; local planning; available building inspectors; OA EOC Care and Shelter Branch and Public Works Branch	--
	239	Draw on Transportation Branch and the Public Works Branch records of route clearing and maintenance, and use to guide additional shelter openings, closings, combining, or resupply	Maintain ongoing situational awareness of shelter activities	OA EOC Care and Shelter Branch	OA EOC GIS Unit, Public Works Branch, Law Enforcement Branch, and Transportation Branch; CDA; local governments	--
	240	Integrate all collected information into regular reports to the REOC and SOC, MACS groups, and other groups or organizations	Maintain ongoing situational awareness of shelter activities	County OES	PDHTF; OA EOC Care and Shelter Branch and Planning Section	--
	241	Continue to consolidate status updates from shelters, feeding sites, PODs, etc., with available human and material resources from all providers (government, NGOs, private vendors, etc.) to develop a complete operating picture	Monitor and coordinate the capabilities of agencies, vendors, and other organizations to support shelters and displaced residents	OA EOC Care and Shelter Branch	ARC; County Social Services; OA EOC GIS Unit; local governments; key private-sector organizations and NGOs	--

Table 5-3. Response timeline for mass care and sheltering and interim housing operations.

Phase	Task	Task/Action Taken or Event Observed	Objective	Coordinating Entity	Supporting Entity	Details/Comments
E + 14d to E + 60d continued	242	Report on overall status of these providing organizations and their activities	Monitor and coordinate the capabilities of agencies, vendors, and other organizations to support shelters and displaced residents	OA EOC Care and Shelter Branch	ARC; County OES; County Social Services; OA EOC Planning Section; local governments; key private-sector organizations and NGOs	--
	243	Highlight gaps, shortfalls, or failures of any portion of the plans or overall system operations	Monitor and coordinate the capabilities of agencies, vendors, and other organizations to support shelters and displaced residents	OA EOC Care and Shelter Branch	ARC; County OES; County Social Services; OA EOC Planning Section; local governments; key private-sector organizations and NGOs	--
	244	Regularly update all public information announcements with appropriate and useful changes	Maintain ongoing situational awareness of shelter activities	PIO/JIC	Local governments; OA EOC Care and Shelter Branch, Transportation Branch, Law Enforcement Branch; ARC; County Social Services	--
	245	As needed, activate a MACS group and collaborate with MIDC to assess general and additional assistance or support needs	Maintain ongoing situational awareness of shelter activities	OA EOC Care and Shelter Branch	Participating MACS agencies; MIDC	--
	246	Continue coordinating with State and Federal agencies, NGOs, and other entities to improve and manage the resupply of shelters and the services provided therein	Monitor and coordinate the capabilities of agencies, vendors, and other organizations to support shelters and displaced residents	OA EOC Care and Shelter Branch	ARC; OA EOC Logistics Section; local governments; MIDC partners and other key private-sector organizations and NGOs	This task will require use of all information collected under the “monitoring” tasks described above, as well as coordination with the Law Enforcement and Public Works Branches to improve and increase the available transportation network, road access, and other vital infrastructure
	247	Create a list of shelters, including non-traditional shelters, ready to be closed and the steps that would need to be taken to close them	Identify opportunities to close shelters and return residents to homes or available housing	OA EOC Care and Shelter Branch	ARC; County Social Services; OA EOC Planning Section; local governments and law enforcement; shelter operators	--
	248	Event Observed: Restore utility systems	Identify opportunities to close shelters and return residents to homes or available housing	OA EOC Utilities Branch	Local utilities; local governments	--

Table 5-3. Response timeline for mass care and sheltering and interim housing operations.

Phase	Task	Task/Action Taken or Event Observed	Objective	Coordinating Entity	Supporting Entity	Details/Comments
E + 14d to E + 60d continued	249	Repair or restore facilities suitable for interim housing sites	Identify opportunities to close shelters and return residents to homes or available housing	PDHTF	CDA; local utilities; OA EOC Utilities Branch and Public Works Branch; local governments; key private-sector organizations and NGOs	--
	250	Work with the private sector to restore and repair primary residences, to the extent possible	Identify opportunities to close shelters and return residents to homes or available housing	PDHTF	CDA; MIDC; OA EOC Private Sector Liaison, Public Works Branch; local governments and planning; key private-sector organizations and NGOs	--
	251	Convert other facilities types (e.g., warehouses) into interim housing, as needed	Identify opportunities to close shelters and return residents to homes or available housing	PDHTF	CDA; OA EOC Public Works Branch; local governments and planning; key private-sector organizations and NGOs	--
	252	Identify unused or underutilized public housing, hotels/motels, or other private-sector options that could be used as interim housing	Identify opportunities to close shelters and return residents to homes or available housing	PDHTF	CDA; OA EOC Public Works Branch and Logistics Section; local governments and planning; key private-sector organizations and NGOs	--
	253	Compile all of these options into a roster of soon-to-be-available interim housing or permanent housing opportunities	Identify opportunities to close shelters and return residents to homes or available housing	PDHTF	CDA; County Social Services; local governments and planning; key private-sector organizations and NGOs	--
	254	Continue to support the provision of financial assistance	Implement interim housing programs and strategies	LAC/DRC	Cal OES; CDA; OA EOC Care and Shelter Branch; local governments; MHA; OA PIO/JIS	Including IHP for house, transportation, SBA loans, etc.

Table 5-3. Response timeline for mass care and sheltering and interim housing operations.

Phase	Task	Task/Action Taken or Event Observed	Objective	Coordinating Entity	Supporting Entity	Details/Comments
E + 14d to E + 60d continued	255	Identify and provide existing housing resources, which include the items listed in the task detail/comment box	Implement interim housing programs and strategies	PDHTF	CDA; OA EOC Public Works Branch and Logistics Section; local governments; key private-sector organizations and NGOs; OA PIO/JIS	Including apartments, hotels, and motels. Repair or restore facilities suitable for interim housing sites. Work with private sector to restore and repair primary residences, to the extent possible. Convert other facility types (e.g., warehouses) into interim housing.
	256	Identify available units	Implement interim housing programs and strategies	PDHTF	CDA; OA EOC Logistics Section and Care and Shelter Branch; local governments and planning; MHA	--
	257	Communicate availability through LACs and shelters	Implement interim housing programs and strategies	PDHTF	County Social Services; ARC; OA EOC Care and Shelter Branch; local governments; key private-sector organizations and NGOs; OA PIO/JIS	Consider identification of candidates for restricted-use interim housing
	258	Support the provision of financial assistance; directly lease units	Implement interim housing programs and strategies	PDHTF	County Social Services; OA EOC Care and Shelter Branch; local governments and planning; key private-sector organizations and NGOs; MHA	As part of the PDHTF, the MHA may have the responsibility of assigning caseworkers to help residents find aid
	259	Coordinate transportation to units, when needed	Implement interim housing programs and strategies	OA EOC Care and Shelter Branch	OA EOC Planning Section, Law Enforcement Branch, and Transportation Branch; local governments and transportation authorities; key private-sector organizations and NGOs	--
	260	Support the provision of temporary housing units on private sites – this effort includes the items given listed in the detail/comments box	Implement interim housing programs and strategies	PDHTF	CDA; OA EOC Public Works Branch and Logistics Section; local governments, planning, and public works; key private-sector organizations and NGOs	Repair or restore facilities suitable for interim housing sites. Work with the private sector to restore and repair primary residences, to the extent possible. Convert other facility types (e.g., warehouses) into interim housing.

Table 5-3. Response timeline for mass care and sheltering and interim housing operations.

Phase	Task	Task/Action Taken or Event Observed	Objective	Coordinating Entity	Supporting Entity	Details/Comments
E + 14d to E + 60d continued	261	Identify types of housing units to be provided in the Housing Plan	Implement interim housing programs and strategies	PDHTF	CDA; local governments and planning	--
	262	Obtain necessary approvals and permits for movement and installation of units	Implement interim housing programs and strategies	PDHTF	CDA; OA EOC Planning Section; local governments and planning	--
	263	Approve zoning modifications and facilitate permitting for units and unit types	Implement interim housing programs and strategies	PDHTF	CDA; local governments and planning; OA EOC Planning Section; CAO	Amending zoning and permitting requirements may create incentives for reinvestment and speed recovery
	264	Determine eligibility through a pre-placement interview process	Implement interim housing programs and strategies	County Social Services	MHA; local governments; ARC; LAC/DRC; OA PIO/JIS	--
	265	Inspect private site locations, prepare sites, and install temporary housing units	Implement interim housing programs and strategies	OA EOC Public Works Branch	CDA; local governments, building, and public works; key private-sector organizations	CDA and local building departments will inspect locations; County and local DPW oversee site preparation and unit installation by private entities
	266	Identify families to be placed in housing units	Implement interim housing programs and strategies	County Social Services	MHA; local governments; OA EOC Care and Shelter Branch	--
	267	Develop community sites: Identify site locations	Implement interim housing programs and strategies	CDA	Local governments and planning; PDHTF; OA EOC Public Works Branch, Logistics Section, and Care and Shelter Branch	Local governments will identify these sites to FEMA through the SCHTF, GSA acquires the sites, and FEMA provides the funding
	268	Develop community sites: Acquire non-public sites	Implement interim housing programs and strategies	OA EOC Public Works Branch	Local government planning and public works	Local governments will identify these sites to FEMA through the SCHTF, GSA acquires the sites, and FEMA provides the funding
	269	Develop community sites: Design site, including provisions for infrastructure and unit installation	Implement interim housing programs and strategies	OA EOC Public Works Branch	Local government planning; OA EOC Utilities Branch; key private-sector organizations	--
	270	Develop community sites: Provide security and other services	Implement interim housing programs and strategies	OA EOC Law Enforcement Branch	MCSO; local law enforcement; MIDC partners and other key private-sector organizations	--
271	Develop community sites: Identify families to place in communities	Implement interim housing programs and strategies	County Social Services	ARC; MHA; OA EOC Care and Shelter Branch; local governments	--	

Table 5-3. Response timeline for mass care and sheltering and interim housing operations.

Phase	Task	Task/Action Taken or Event Observed	Objective	Coordinating Entity	Supporting Entity	Details/Comments
E + 14d to E + 60d continued	272	Develop community sites: Lease in families	Implement interim housing programs and strategies	County Social Services	MHA; OA EOC Care and Shelter branch; PDHTF; local governments	--
	273	Provide apartments and/or hotels/motels outside the region – this task includes the steps in the details/comments box	Implement interim housing programs and strategies	PDHTF	MHA; County Social Services; local governments; OA EOC Care and Shelter Branch and Logistics Section	Provide security and other services; identify families to place in out-of-region sites
	274	Identify potential host communities with the OA	Implement interim housing programs and strategies	PDHTF	County Social Services; OA EOC Care and Shelter Branch; local governments	--
	275	Communicate availability to residents at shelters and LACs	Implement interim housing programs and strategies	OA EOC Care and Shelter Branch	ARC; local governments; OA PIO/JIS	--
	276	Continue to support the provision of financial assistance; directly lease units	Implement interim housing programs and strategies	PDHTF	MHA; County Social Services; OA EOC Care and Shelter Branch; local governments; key private-sector organizations and NGOs	--
	277	Coordinate transportation when needed	Implement interim housing programs and strategies	OA EOC Care and Shelter Branch	OA EOC Planning Section, Transportation Branch, and Law Enforcement Branch; local governments and transportation authorities; key private-sector organizations and NGOs	--
	278	Establish reception centers in selected communities	Implement interim housing programs and strategies	County Social Services	Local governments; OA EOC Care and Shelter Branch, Logistics Section, and Public Works Branch	--
	279	Conclude all damage assessments and safety inspections and create local and centralized databases of results	Evaluate safety assessments and building inspections of homes	CDA	OA EOC Public Works Branch; local government planning; available building inspectors	--

Table 5-3. Response timeline for mass care and sheltering and interim housing operations.

Phase	Task	Task/Action Taken or Event Observed	Objective	Coordinating Entity	Supporting Entity	Details/Comments
E + 14d to E + 60d continued	280	Distribute compiled data to the ARC, the EOCs, the REOC and SOC, the LACs, the DRC, and the PDHTF	Evaluate safety assessments and building inspections of homes	County OES	CDA; OA EOC Planning Section and Care and Shelter Branch; local governments	--
	281	Use those results to identify lists of homes, apartments, etc., that can be returned to their normal use	Evaluate safety assessments and building inspections of homes	CDA	Local governments; PDHTF	--
	282	Inform the owners and residents of those homes that they may be re-entered, as well as occupied, if desired, though electricity and water services will not necessarily be available	Evaluate safety assessments and building inspections of homes	CDA	OA EOC Law Enforcement Branch, Care and Shelter Branch; local law enforcement; OA PIO/JIS	--
	283	Use inspection results to provide city-specific and County-specific inventories of possible interim housing sites	Evaluate safety assessments and building inspections of homes	CDA	SAP; OA EOC Planning Section and Public Works Branch; local governments	--
	284	Communicate those results to EOCs, the REOC and SOC, MACS groups, and the PDHTF so that they can all begin using it in their planning	Evaluate safety assessments and building inspections of homes	County OES	CDA; OA EOC Planning Section; local governments	--
	285	Support the implementation of the Rental Repair Program	Facilitate the restoration of moderately damaged dwellings	PDHTF	FEMA; OA EOC	Consult the Regional Catastrophic Earthquake Mass Care and Sheltering Plan for further information about the Rental Repair Program; consider prioritizing structures or facilities that can easily be repaired/restored and made available
	286	Event Observed: FEMA contracts with the private sector to provide for the repair of identified units and structures	Facilitate the restoration of moderately damaged dwellings	OA EOC	--	--
	287	Transition families from other interim housing options into repaired units	Facilitate the restoration of moderately damaged dwellings	County Social Services	Local governments; key private-sector organizations and NGOs	--

Table 5-3. Response timeline for mass care and sheltering and interim housing operations.

Phase	Task	Task/Action Taken or Event Observed	Objective	Coordinating Entity	Supporting Entity	Details/Comments
E + 14d to E + 60d continued	288	Assign staff with the appropriate communications skills to conduct outreach to individuals, groups, or communities that have not availed themselves of either available shelter or transportation out of the region	Educate and support the occupants of non-traditional shelters to encourage them to return to their habitable homes or move to interim housing	OA EOC Care and Shelter Branch	OA EOC Transportation Branch; County Social Services; County OES; local governments; key private-sector organizations and NGOs	Be clear about the limited ability of the County, region, and State government to continue providing support services, and encourage them to seek transport out of the region or more centralized care within it. Address any concerns about legalities, especially immigration and naturalization status, making it clear that those topics are extremely low priorities for responding to a catastrophic incident.
	289	Prepare and distribute materials explaining the available resources, the locations where and schedules at which they are distributed, any registration or informational requirements, and any relevant plans for increasing, decreasing, or relocating these support services	Educate and support the occupants of non-traditional shelters to encourage them to return to their habitable homes or move to interim housing	OA EOC Care and Shelter Branch, Cal OES Recovery	FEMA; Counties; member agencies of the SCHTF (e.g., PDHTF); local governments; County Social Services	See comments box just above
	290	Establish LACs for communications and support services (not limited to supply distribution) near independent shelter or self-shelter settlements	Educate and support the occupants of non-traditional shelters to encourage them to return to their habitable homes or move to interim housing	OA EOC Care and Shelter Branch	Local governments; OA EOC Public Works Branch, Logistics Section; MIDC partners and other key private-sector organizations and NGOs	Include information about these assistance centers in all public information and other announcements
	291	Coordinate with the Transportation Branch to ensure access to these LACs	Educate and support the occupants of non-traditional shelters to encourage them to return to their habitable homes or move to interim housing	OA EOC Care and Shelter Branch	OA EOC Transportation Branch and Public Works Branch; local governments	--
	292	Continue coordinating with FEMA, State agencies, NGOs, and other entities to improve and manage the resupply of PODs, mass feeding sites, medical facilities, and other non-shelter-based support services; this coordination will reduce gaps in service provision and reduce duplication of services	Educate and support the occupants of non-traditional shelters to encourage them to return to their habitable homes or move to interim housing	OA EOC Logistics Section	OA EOC Public Works Branch; ARC; MIDC partners and other key private-sector organizations and NGOs; local governments	This task will require use of all information collected under the “monitoring” tasks described above and coordination with the Transportation Branch and Public Works branch to improve and increase the available transportation network, road access, and other vital infrastructure
	293	Compile lists of independent shelters and areas with high densities of self-sheltering, and other non-shelter-seeking populations	Educate and support the occupants of non-traditional shelters to encourage them to return to their habitable homes or move to interim housing	OA EOC Care and Shelter Branch	County Social Services; OA EOC Planning Section; ARC; local governments and law enforcement	--

Table 5-3. Response timeline for mass care and sheltering and interim housing operations.

Phase	Task	Task/Action Taken or Event Observed	Objective	Coordinating Entity	Supporting Entity	Details/Comments
E + 14d to E + 60d continued	294	Use lists to evaluate the unmet needs for basic support services and to plan for future efforts to educate those individuals	Educate and support the occupants of non-traditional shelters to encourage them to return to their habitable homes or move to interim housing	OA EOC Care and Shelter Branch	ARC; County Social Services; key private-sector organizations and NGOs; local governments	--
	295	If individuals are willing, provide assistance to them as they seek transport out of the affected area either into a more suitable shelter or directly into interim housing, as it becomes available	Educate and support the occupants of non-traditional shelters to encourage them to return to their habitable homes or move to interim housing	OA EOC Care and Shelter Branch	OA EOC Transportation Branch; local governments	--
	296	Match shelter residents with longer-term housing opportunities	Transition families from short-term solutions (e.g., hotels) to longer-term solutions	County Social Services	PDHTF; local government planning; key private-sector organizations and NGOs	Use the databases on shelter residents, inspected homes marked as safe, and identified and implemented interim housing locations
	297	Fully implement the aforementioned interim housing alternatives, including the resources and recommendations of the SCHTF and PDHTF	Transition families from short-term solutions (e.g., hotels) to longer-term solutions	County Social Services	PDHTF; CDA; local governments and planning	--
	298	Identify rental, permanent, or temporary housing units	Transition families from short-term solutions (e.g., hotels) to longer-term solutions	PDHTF	CDA; County Social Services; local governments and planning; key private-sector organizations and NGOs	--
	299	Provide financial assistance, as required, or temporary housing units	Transition families from short-term solutions (e.g., hotels) to longer-term solutions	County Social Services	MHA; CDA; LACs; State and Federal agencies	--
	300	Coordinate transportation to those facilities as needed	Transition families from short-term solutions (e.g., hotels) to longer-term solutions	OA EOC Care and Shelter Branch	County Social Services; OA EOC Law Enforcement Branch, Transportation Branch; local governments and transportation authorities	--
	301	Monitor the transport and transition of individuals and coordinate with support services agencies or NGOs	Transition families from short-term solutions (e.g., hotels) to longer-term solutions	OA EOC Care and Shelter Branch	County Social Services; ARC; OA EOC Medical/Health Branch, Transportation Branch; key private-sector organizations and NGOs; local governments	--
	302	Provide advance notification of shelter closure or relocation plans, in combination with interim housing information, so shelter residents can begin to plan their transitions	Transition families from short-term solutions (e.g., hotels) to longer-term solutions	OA EOC Care and Shelter Branch	OA JIC; shelter operators; ARC; local governments	--

Table 5-3. Response timeline for mass care and sheltering and interim housing operations.

Phase	Task	Task/Action Taken or Event Observed	Objective	Coordinating Entity	Supporting Entity	Details/Comments
E + 14d to E + 60d continued	303	Provide information about various forms of Federal and State support for interim housing (e.g., FEMA’s Individual Assistance Program)	Transition families from short-term solutions (e.g., hotels) to longer-term solutions	OA EOC Care and Shelter Branch	CDA; County Social Services; LACs; OA PIO/JIS; County OES; local governments	--
	304	Coordinate with FEMA and nonprofit outreach caseworkers to ensure that shelter residents are registered for recovery assistance programs	Transition families from short-term solutions (e.g., hotels) to longer-term solutions	OA EOC Care and Shelter Branch	MHA; OA PIO/JIS; local governments; key private-sector organizations and NGOs	--
	305	Provide direct assistance as appropriate for and needed by members of the general population, including individuals with disabilities and other access and functional needs	Transition families from short-term solutions (e.g., hotels) to longer-term solutions	OA EOC Care and Shelter Branch	County Social Services; OA EOC Logistics Section, Public Works Branch, Law Enforcement Branch, and Medical/Health Branch; MHA; local governments and transportation agencies; key private-sector organizations and NGOs	--
	306	Provide additional support services to individuals with access and functional needs during their transition to interim housing	Begin identifying support services necessary for transition (e.g., personal assistance service, durable medical equipment, and assistive technology)	OA EOC Care and Shelter Branch	County Social Services; OA EOC Medical/Health Branch and Law Enforcement Branch; MCIL; local governments and transportation agencies; key private-sector organizations and NGOs	--
	307	Make use of the aggregated and integrated shelter registration/tracking systems, results of needs assessments of shelter residents, FAST analyses, and other information sources	Begin identifying support services necessary for transition (e.g., personal assistance service, durable medical equipment, and assistive technology)	OA EOC Care and Shelter Branch	OA EOC Planning Section; ARC; FAST; MCIL; shelter operators; County OES	--
	308	Make location-specific lists of the types of support services, skills, equipment, etc., that will be needed to meet those needs	Begin identifying support services necessary for transition (e.g., personal assistance service, durable medical equipment, and assistive technology)	County Social Services	OA EOC Care and Shelter Branch; ARC; FAST; MCIL; local governments; key private-sector organizations and NGOs	--

Table 5-3. Response timeline for mass care and sheltering and interim housing operations.

Phase	Task	Task/Action Taken or Event Observed	Objective	Coordinating Entity	Supporting Entity	Details/Comments
E + 14d to E + 60d continued	309	Ensure that complete referral and application information is provided to all transitioning people	Begin identifying support services necessary for transition (e.g., personal assistance service, durable medical equipment, and assistive technology)	OA EOC Care and Shelter Branch	County Social Services; LACs; MHA; shelter operators; local governments; key private-sector organizations and NGOs	--
	310	Identify Federal, State, and NGO-provided assistance for transitioning people	Begin identifying support services necessary for transition (e.g., personal assistance service, durable medical equipment, and assistive technology)	County Social Services	LACs; MHA; County OES; local governments; key private-sector organizations and NGOs	--
	311	Appoint the Marin Recovery Task Force (Marin RTF) Chair	Convene a long-term recovery task force to coordinate County recovery	CAO	County OES; local governments	--
	312	Convene the Marin RTF to develop an incident-specific OA Recovery Plan and coordinate long-term recovery efforts	Convene a long-term recovery task force to coordinate County recovery	CAO	OA EOC Planning Section; County OES; local governments; PDHTF	--
	313	Establish OA Working Groups for housing, transportation, and economic development to facilitate recovery in these areas	Convene a long-term recovery task force to coordinate County recovery	Marin RTF	CAO; CDA; PDHTF; County OES; local governments; key private-sector organizations and NGOs	The PDHTF plays a role very similar to that described for the Housing Working Group in the Marin ERP; this Plan describes only the work of the PDHTF.
	314	Establish recovery task forces/committees in each city and for the unincorporated area as needed to coordinate long-term recovery efforts	Convene a long-term recovery task force to coordinate County recovery	Local governments	County OES; Marin RTF; local government planning; CDA	See "Develop a regional recovery plan" (in E + 60d to 1 year)
	315	Begin collecting data and conduct initial assessments to support long-term recovery	Initiate coordination with ESF #14 (Long-Term Recovery)	Marin RTF	CDA; County Social Services; local government planning; OA EOC Planning Section, Public Works Branch, Law Enforcement Branch, Care and Shelter Branch, and Medical/Health Branch	--
	316	Event Observed: FEMA begins process of determining which jurisdictions will require ESF #14 assistance	Initiate coordination with ESF #14 (Long-Term Recovery)	FEMA	OA EOC	--

Table 5-3. Response timeline for mass care and sheltering and interim housing operations.

Phase	Task	Task/Action Taken or Event Observed	Objective	Coordinating Entity	Supporting Entity	Details/Comments
E + 14d to E + 60d continued	317	Identify populations for restricted-use housing	Identify restricted-use housing for those populations who are essential to recovery and must remain in the County	Marin RTF	CDA; PDHTF; OA EOC Care and Shelter Branch and Logistics Section; local governments; MIDC; County OES	May include first responders and other critical government works, recovery contractors, and/or members of critical industries
	318	Identify locations and housing availability	Identify restricted-use housing for those populations who are essential to recovery and must remain in the County	PDHTF	CDA; local government planning	--
	319	Communicate populations and housing locations to FEMA through SHTF	Identify restricted-use housing for those populations who are essential to recovery and must remain in the County	PDHTF	County OES; local governments; Marin RTF	Include in Housing Plan
	320	Event Observed: FEMA provides restricted-use housing	Identify restricted-use housing for those populations who are essential to recovery and must remain in the County	OA EOC	PDHTF; Marin RTF	--
	321	Continue the interim housing solutions as described in the earlier response phases	Continue to implement interim housing programs	PDHTF	CDA; County Social Services; MHA; ARC; OA EOC Logistics Section, Care and Shelter Branch, and Public Works Branch; local governments; key private-sector organizations and NGOs	--
E + 60d to E + 1 year	322	Event Observed: Transition families from transitional shelter to longer-term interim housing or permanent housing	Continue to implement interim housing programs	OA EOC	--	--
	323	Recertify residents in government-funded interim housing for continued eligibility and need	Continue to implement interim housing programs	County Social Services	CDA; local governments and planning; MHA	--
	324	Work with the State to create a list of needed "wraparound" support services, including financial, transit, grocery, childcare, schools, home repair, furnishings, and housing options for displaced residents, County staff, and retirees	Provide wraparound services to support those in interim housing	Marin RTF	PDHTF; County Social Services; OA EOC Logistics Section (including Transportation Branch); local governments; key private-sector organizations and NGOs	Include additional support services for individuals with disabilities and other access and functional needs
	325	Work with the State to identify whether these services can be provided by the private sector in an efficient and equitable manner or whether government provision is likely to be required for some time	Provide wraparound services to support those in interim housing	Marin RTF	OA EOC Logistics Section, Private Sector Liaison; key private-sector organizations and NGOs	--

Table 5-3. Response timeline for mass care and sheltering and interim housing operations.

Phase	Task	Task/Action Taken or Event Observed	Objective	Coordinating Entity	Supporting Entity	Details/Comments
E + 60d to E + 1 year continued	326	Event Observed: Where government must continue providing – or assisting the private sector in providing – these services, identify the appropriate agency or agencies	Provide wraparound services to support those in interim housing	Marin RTF	CAO; OA EOC Logistics Section, Private Sector Liaison; local governments	--
	327	Where NGOs (including FBOs and CBOs) can provide needed services, identify those entities	Provide wraparound services to support those in interim housing	Marin RTF	CAO; OA EOC Logistics Section; MIDC partners and other key private-sector organizations and NGOs	--
	328	Where the private sector can do so, work to include the relevant companies in coordinating access route restoration, set-up area designation, and other forms of assistance to speed the provision	Provide wraparound services to support those in interim housing	Marin RTF	OA EOC Logistics Section, Private Sector Liaison; MIDC partners and other key private-sector organizations and NGOs	--
	329	Include information on wraparound services in all public information releases and updates, and to all residents of formal shelters, occupants of independent shelters, and those who are self-sheltering	Provide wraparound services to support those in interim housing	OA EOC Care and Shelter Branch	ARC; County Social Services; OA PIO/JIS; shelter operators; local governments; key private-sector organizations and NGOs	--
	330	Provide case management services through interagency agreement with FEMA	Provide wraparound services to support those in interim housing	PDHTF	MHA; OA EOC Care and Shelter Branch; local governments; County Social Services	Case management services may be provided through County Social Services, through MHA, or through another entity, as determined by the PDHTF
	331	Event Observed: Provide case managers to the County and DRCs	Provide wraparound services to support those in interim housing	OA EOC	--	--
	332	Identify County and local government entities or appoint an entity to provide case management services	Provide wraparound services to support those in interim housing	PDHTF	Local governments; County Social Services; MHA	--
	333	Facilitate case management services	Provide wraparound services to support those in interim housing	Local governments	County Social Services; MHA; PDHTF	Including access to Federal, State, local, and non-governmental resources
	334	Event Observed: Transition Federal case management services to a State or State-appointed entity	Provide wraparound services to support those in interim housing	OA EOC	--	--
	335	Event Observed: Provide funding to the State for continued case management services	Provide wraparound services to support those in interim housing	OA EOC	--	--
	336	Continue the steps from earlier response phases that included listing and prioritizing damaged housing for repair	Restore damaged housing and redevelop replacement housing	PDHTF	CDA; OA EOC Public Works Branch; local government planning	--
	337	Event Observed: Provide SBA loans to homeowners	Restore damaged housing and redevelop replacement housing	OA EOC	--	--

Table 5-3. Response timeline for mass care and sheltering and interim housing operations.

Phase	Task	Task/Action Taken or Event Observed	Objective	Coordinating Entity	Supporting Entity	Details/Comments
E + 60d to E + 1 year continued	338	Access Federal funding to repair housing, including workforce housing, as necessary	Restore damaged housing and redevelop replacement housing	PDHTF	CDA; County OES; County Social Services; local governments; MIDC partners and other key private-sector organizations and NGOs	CDBG funding may be available
	339	Access Federal funding, such as Public Assistance, to finance the repair and restoration of infrastructure	Restore damaged housing and redevelop replacement housing	Marin RTF	CDA; OA EOC Public Works Branch; County OES; local governments and public works	Programs include CDBG funding
	340	Continue the steps from earlier response phases that included identifying suitable locations for replacement housing	Restore damaged housing and redevelop replacement housing	PDHTF	CDA; County OES; County Social Services; local governments and planning; OA EOC Planning Section;	--
	341	Facilitate private investment in developing replacement housing	Restore damaged housing and redevelop replacement housing	CAO	Marin RTF; PDHTF; SCHTF; CDA; local government planning; MIDC partners and other key private-sector organizations and NGOs	--
	342	Expedite permitting and licensing of out-of-state contractors to facilitate and promote rebuilding	Restore damaged housing and redevelop replacement housing	CDA	PDHTF; local government planning; local governments	--
	343	Amend or alter community-specific zoning restrictions or codes to provide for expedited redevelopment	Restore damaged housing and redevelop replacement housing	CDA, local governments	PDHTF; local government planning	--
	344	Develop standard zoning waiver forms that will be provided to disaster victims to allow them to reconstruct or rehabilitate their homes	Restore damaged housing and redevelop replacement housing	CDA	PDHTF; local government planning	--
	345	As some shelter populations shrink, consolidate them into fewer shelters, closing the resulting empty shelters	Close shelter and end bulk distribution operations	OA EOC Care and Shelter Branch	ARC; shelter operators; County Social Services; OA EOC Transportation Branch; local governments; local law enforcement	--
	346	Provide transportation and other assistance or support services as in earlier response phrases	Close shelter and end bulk distribution operations	OA EOC Care and Shelter Branch	OA EOC Transportation Branch; ARC; key private-sector organizations and NGOs; local governments	--

Table 5-3. Response timeline for mass care and sheltering and interim housing operations.

Phase	Task	Task/Action Taken or Event Observed	Objective	Coordinating Entity	Supporting Entity	Details/Comments
E + 60d to E + 1 year continued	347	Event Observed: CDSS provides assistance and coordination across city, County, State, and Federal government agencies, as well as the ARC and other shelter-providing or shelter-supporting organizations, in making decisions about which shelters to close, and when	Close shelter and end bulk distribution operations	OA EOC	Local governments	--
	348	Coordinate with CDSS and FEMA about the provision of public information updates and notification of all upcoming and imminent closures or relocations to all affected communities	Close shelter and end bulk distribution operations	OA EOC Care and Shelter Branch	ARC; OA PIO/JIS; shelter operators; local governments	--
	349	Demobilize non-shelter service provisions, including mass feeding, LACs, and other support services	Close shelter and end bulk distribution operations	OA EOC Care and Shelter Branch	ARC; Salvation Army; OA EOC Logistics Section; local governments; key private-sector organizations and NGOs	--
	350	Begin preliminary recovery planning for the OA	Develop and implement long-term recovery plans	Marin RTF	FEMA ESF #14; OA EOC Planning Section; County OES; local governments	This process will begin in JFO within the first 60 days post-incident
	351	Work with the State to request FEMA ESF #14 assistance to develop long-term recovery plans, as needed	Develop and implement long-term recovery plans	County OES	Cal OES; local governments	ESF #14 will support County planning efforts, if requested
	352	Establish long-term recovery vision for the OA	Develop and implement long-term recovery plans	Marin RTF	PDHTF; County OES; local governments	--
	353	Develop local recovery plan, in coordination with ESF #14 and local recovery planning teams	Develop and implement long-term recovery plans	Marin RTF	CDA; PDHTF; local governments and planning; Regional Recovery Task Force	--
	354	Organize public meetings in each city and any affected unincorporated areas served by municipal advisory councils to obtain to the input of residents	Develop and implement long-term recovery plans	Marin RTF	PDHTF; FEMA ESF #14; Regional Recovery Task Force; local PIOs; OA PIO/JIS; local governments and planning	--
	355	Conduct inventory and analysis of long-term recovery needs	Develop and implement long-term recovery plans	Local governments	Marin RTF; PDHTF; FEMA ESF #14; County OES	FEMA ESF #14 has tools and technical experts to assist with this process
	356	Identify and prioritize recovery projects and programs	Develop and implement long-term recovery plans	Local governments	Marin RTF; PDHTF; County OES; FEMA ESF #14; Regional Recovery Task Force	--

Table 5-3. Response timeline for mass care and sheltering and interim housing operations.

Phase	Task	Task/Action Taken or Event Observed	Objective	Coordinating Entity	Supporting Entity	Details/Comments
E + 60d to E + 1 year continued	357	Identify sources of recovery funding and technical assistance	Develop and implement long-term recovery plans	Local governments	Marin RTF; ESF #14; Regional Recovery Task Force; County OES; PDHTF	--
	358	Develop strategies to incorporate existing redevelopment plans into long-term recovery, including a consideration of opportunities to rebuild in ways that are smarter and effective and efficient	Develop and implement long-term recovery plans	Local governments	CDA; local government planning; FEMA ESF #14; Regional Recovery Task Force; Marin RTF	--
	359	Incorporate mitigation strategies into plans	Develop and implement long-term recovery plans	Local governments	Marin RTF; County OES; FEMA ESF #14; Regional Recovery Task Force	--
	360	Select strategies, tools, and recommendations for implementation	Develop and implement long-term recovery plans	Local governments	Marin RTF; FEMA ESF #14; Regional recovery Task Force	--
	361	Coordinate local recovery efforts to further regional goals	Develop and implement long-term recovery plans	Marin RTF	Local governments; Regional Recovery Task Force; FEMA ESF #14	--
	362	Apply for and secure Public Assistance funding for infrastructure restoration	Identify and access sources of funding for long-term recovery	County OES	Local governments, planning, and public works; County DPW; Caltrans; utility companies	--
	363	Identify and prioritize Hazard Mitigation Grant Program projects	Identify and access sources of funding for long-term recovery	County OES	Local governments; Cal OES; Marin RTF	Cal OES is responsible for evaluating and prioritizing hazard mitigation projects for funding through HMGP
	364	Apply for Community Disaster Loans, access and/or obtain lines of credit, and/or work with the State to establish a revolving fund to meet immediate funding needs	Identify and access sources of funding for long-term recovery	Local governments	Marin RTF; Regional Recovery Task Force; County OES	--
	365	Identify and seek Federal and State grants for private-sector companies	Identify and access sources of funding for long-term recovery	Local governments	Marin RTF; Regional Recovery Task Force; FEMA ESF #14	--
	366	Seek tax incentives for public, private, and joint-venture investments in long-term recovery, reconstruction, and other opportunities	Identify and access sources of funding for long-term recovery	Local governments	Marin RTF; Regional Recovery Task Force; FEMA ESF #14	--
	367	Publicize all of these opportunities to industry groups, private citizens, universities, and others	Identify and access sources of funding for long-term recovery	County OES	OA PIO/JIS; Marin RTF; Regional Recovery Task Force; local governments	--
	368	Maintain contact with displaced residents and encourage/facilitate their return	Facilitate the return of displaced families to local communities	County Social Services	ARC; MHA local governments	Federal caseworkers from HHS/HUD may facilitate this process

Table 5-3. Response timeline for mass care and sheltering and interim housing operations.

Phase	Task	Task/Action Taken or Event Observed	Objective	Coordinating Entity	Supporting Entity	Details/Comments
E + 60d to E + 1 year continued	369	Prioritize repair of homes, infrastructure, and utilities in certain communities and repopulate accordingly	Facilitate the return of displaced families to local communities	PDHTF	Local governments and planning; CDA; Marin RTF	--
	370	Implement policies to retain employment and other services so residents have an incentive to return	Facilitate the return of displaced families to local communities	Local governments	Marin RTF; key private-sector organizations and NGOs	See actions described under "Develop long-term recovery plan" and "identify sources of funding"
	371	Ensure that no gaps in service exist across the many levels of government and NGOs; minimize duplication of effort	Close shelters and end bulk distribution operations	Marin RTF	All County departments; local governments; key private-sector organizations and NGOs	--
	372	Report planned and completed closures immediately to EOCs, the REOC and SOC, ARC, and all other programs involved in mass care and sheltering	Close shelters and end bulk distribution operations	OA EOC Care and Shelter Branch	ARC; County Social Services; shelter operators; County OES; local governments	--
	373	Frequently update shelter registration/resident tracking databases and other information collected and integrated throughout the response	Close shelters and end bulk distribution operations	OA EOC Care and Shelter Branch	County Social Services; ARC; local governments	--
	374	Coordinate with the Transportation Branch to provide transportation to restored, repaired, or newly created permanent housing	Facilitate the return of displaced families to local communities	OA EOC Care and Shelter Branch	OA EOC Transportation Branch; local governments	--
	375	Update all relevant databases and information systems with returned individuals so that these systems can be properly closed out	Facilitate the return of displaced families to local communities	OA EOC Care and Shelter Branch	County Social Services; ARC; local governments; local law enforcement; key private-sector organizations and NGOs	--

Table 5-3. Response timeline for mass care and sheltering and interim housing operations.

Phase	Task	Task/Action Taken or Event Observed	Objective	Coordinating Entity	Supporting Entity	Details/Comments
--	=	not applicable	DRC = Disaster Recovery Center	MHA = Marin Housing Authority		
		ACS = Auxiliary Communication System	EOC = Emergency Operations Center		MHS = Marin Humane Society	
		ARC = American Red Cross	EOP = Emergency Operations Plan		MIDC = Marin Interagency Disaster Coalition	
		Cal OES = California Office of Emergency Services	ERP = Emergency Recovery Plan		NGO = nongovernmental organization	
		CBO = community-based organization	ESF = Emergency Support Function		NIMS = National Incident Management System	
		CDBG = Community Development Block Grant	FAST = Functional Assessment Service Team		OAFN = Office of Access and Functional Needs (Cal OES)	
		CDCR = California Department of Corrections and Rehabilitation	FBO = faith-based organization		OES = Office of Emergency Services	
		CDFA = California Department of Food and Agriculture	FCO = Federal Coordinating Officer		PDHTF = (Marin) Post-Disaster Housing Task Force	
		CDPH = California Department of Public Health	FEMA = Federal Emergency Management Agency		PG&E = Pacific Gas and Electric	
		CDSS = California Department of Social Services	GSA = General Services Administration		PIO = Public Information Officer	
		CHSS = California Health and Human Services Agency	h = hour(s)		POC = point of contact	
		CMIST = Communication, Medical, (maintaining) Independence, Support (or Supervision), Transportation	HHS = Marin County Department of Health and Human Services		POD= point of distribution	
		CUEA = California Utilities Emergency Association	IHP = Individuals and Households Program		REOC = Regional Emergency Operations Center	
		CVNL = Center for Volunteer and Nonprofit Leadership	JIC = Joint Information Center		RIMs = Response Information Management System	
		d = day(s)	JFO = Joint Field Office = LAC = Local Assistance Center		SAP = California Safety Assessment Program	
		DPW = Department of Public Works	MACS = Multi-Agency Coordination System		SBA = U.S. Small Business Administration	
		DOC = Department Operations Center	Marin RTF = Marin Recovery Task Force		SCHTF = State-Coordinated Housing Task Force	
			MCIL = Marin Center for Independent Living		SOC = State Operations Center	
			MCSO = Marin County Sheriff's Office			

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6 Plan Maintenance

The process for maintaining the Plan is described in this section. The discussion identifies who will receive and review the Plan, how updates are to be integrated into the Plan, how the Plan will be tested, what type of training will be developed to learn the Plan, and how after-action review will be conducted after the Plan has been implemented, whether as part of an exercise or in response to a real emergency.

6.1 Plan Distribution

As an incident-specific annex to the Marin Operational Area Emergency Operations Plan (OA EOP), the Marin Operational Area Catastrophic Earthquake Mass Care and Sheltering Plan is intended for the Operational Area that includes the County and all governmental jurisdictions contained therein.

6.2 Plan Updates

The Marin County Sheriff's Office of Emergency Services (MCSO-OES) will update this plan to reflect any applicable changes that are made to the EOP, Local Hazard Mitigation Plan, EOC Standard Operating Procedures, Emergency Recovery Plan, or other relevant County or OA plans or procedures.

6.3 Plan Testing, Training, and Exercises

Marin County conducts drills and exercises pertaining to multiple hazard and other scenarios that include a mass care and sheltering element. To the extent practical, elements of this Plan may be incorporated into those efforts.

6.4 After-Action Review

MCSO-OES conducts all after-action reviews of drills and exercises in compliance with the FEMA Homeland Security Exercise and Evaluation Program.

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**Appendix A:
Glossary and Key Terms**

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Appendix A: Glossary and Key Terms

Acronyms and Abbreviations

ABAG.....	Association of Bay Area Governments
AFN.....	access and functional needs
ARC.....	American Red Cross
Cal OES.....	California Office of Emergency Services
CBO.....	community-based organization
CDA.....	Marin County Community Development Agency
CDCR.....	California Department of Corrections and Rehabilitation
CDSS.....	California Department of Social Services
CERT.....	community emergency response team
COP.....	Common Operating Picture
CVNL.....	Center for Volunteer and Non-Profit Leadership
DFSC.....	American Red Cross Disaster Field Supply Center
DOC.....	Department Operations Center
DPW.....	Department of Public Works
DRC.....	FEMA Disaster Recovery Center
DRO HQ.....	American Red Cross Disaster Relief Operation Headquarters
DSW.....	disaster service worker
EOC.....	Emergency Operations Center
EOP.....	Emergency Operations Plan
ESF.....	Emergency Support Function
EVC.....	Emergency Volunteer Center
FAST.....	Functional Assessment Service Team
FBO.....	faith-based organization
FEMA.....	Federal Emergency Management Agency
FTS.....	Field Treatment Site
GIS.....	Geographic Information Systems
HHS.....	Marin County Department of Health and Human Services
JFO.....	Joint Field Office
JIC.....	Joint Information Center
JIS.....	Joint Information System
LAC.....	Local Assistance Center
LSA.....	local staging area
MCFD.....	Marin County Fire Department
MCIL.....	Marin Center for Independent Living
MCSO.....	Marin County Sheriff's Office
MHA.....	Marin Housing Authority
MHOAC.....	Medical/Health Operational Area Coordinator
MHS.....	Marin Humane Society
MIDC.....	Marin Interagency Disaster Coalition
MMRC.....	Marin Medical Reserve Corps
MOU.....	memorandum of understanding
NGO.....	non-governmental organization
NIMS.....	National Incident Management System
OA.....	Operational Area
OES.....	Office of Emergency Services
PDHTF.....	Post-Disaster Housing Task Force
PIO.....	Public Information Officer
POD.....	point of distribution
RCPGP.....	Regional Catastrophic Preparedness Grant Program
RECP.....	Regional Emergency Coordination Plan
REOC.....	Regional Emergency Operations Center

SAP.....	Safety Assessment Program
SBA.....	Small Business Administration
SCHTF.....	State-Coordinated Housing Task Force
SEMS.....	Standardized Emergency Management System
SOC.....	State Operations Center
UASI.....	Urban Area Security Initiative
USGS.....	U.S. Geological Survey
VOAD.....	Volunteer Organizations Active in Disaster

Key Terms

Access and functional needs. As we seek to provide care and shelter to the whole community, we must remember that the community includes people with access and functional needs. People with access and functional needs may have additional needs before, during, and after the scenario incident in specific functional areas. These functional areas (which may be remembered by the mnemonic “CMIST”) include, but are not limited to:

Communication. Individuals who have limitations interfering with the receipt of and response to information will need information provided in ways they can understand and use. They may be unable to hear verbal announcements, see directional signs, or understand how to get assistance due to hearing, vision, speech, cognitive, or intellectual limitations, and/or limited English proficiency.

Medical. Individuals who are not self-sufficient or who do not have adequate support from caregivers, family, or friends may need assistance with: managing unstable, terminal or contagious conditions that require observation and ongoing treatment; managing intravenous therapy, tube feeding, and vital signs; receiving dialysis, oxygen, or suction administration; managing wounds; or operating power-dependent equipment to sustain life. These individuals require the support of trained medical professionals.

(Maintaining) Independence. Individuals who require support to be independent in daily activities may lose this support during a disaster. Such support may include consumable medical supplies (e.g., diapers, formula, bandages, and other supplies), durable medical equipment (e.g., wheelchairs, walkers, or scooters), service animals, and attendants or caregivers. Supplying needed support to these individuals will enable them to maintain their pre-disaster level of independence.

Support (or Supervision). Individuals may lose the support of caregivers, family, or friends or may be unable to cope in a new environment (particularly if they have dementia, Alzheimer’s disease, or psychiatric conditions, such as schizophrenia or intense anxiety). If separated from their caregivers, young children may be unable to identify themselves, and, when in danger, they may lack the cognitive ability to assess the situation and react appropriately.

Transportation. Individuals who cannot drive or who do not have a vehicle may require transportation support for successful evacuation. This support may include accessible vehicles (e.g., lift-equipped vehicles or those suitable for transporting those who require oxygen) or information about how and where to access mass transportation during an evacuation.

Bulk distribution. Bulk distribution refers to the distribution of emergency goods (e.g., food, water, sanitation supplies, first aid supplies) to individuals who shelter outside of government-supported shelters. These may include people who remain close to their damaged homes, as well as those who are in independent shelters and may not be able to reach a general shelter.

Community-based organization (CBO). Non-profit and non-governmental organization (NGO) that operates within a single local community. CBOs are often run by volunteers and are often self-funding. Some are formally incorporated with written charters and boards of directors, while others are much smaller and more informal.

Congregate shelter. A congregate shelter (as opposed to non-congregate shelter) is a private or public facility that provides contingency refuge to evacuees, but that day-to-day serves a non-refuge function (e.g., schools, stadiums, churches). Congregate shelters provide a means to a safe, sanitary, and secure environment to temporarily house people displaced by disasters and emergencies as quickly as possible. General population shelters, animal shelters, independent shelters, evacuation shelters, and medical shelters are types of congregate shelters.

Evacuation capacity. In the National Shelter System (NSS) database, which is prepared by the ARC and FEMA, “evacuation capacity” refers to shelter space that allows 20 square feet per person. Evacuation facilities are typically used for under 24 hours. A shelter open for more than 24 hours accommodates fewer people because more space (40 square feet) is allowed per person. The NSS calculation of capacity does not account for the availability of equipment and staff to support shelters.

Evacuation point. A location in a safe place where people are directed to gather after an incident in order to be transported to care and sheltering facilities or to a subsequent transportation hub.

Faith-based organization (FBO). A form of NGO that is religious in nature, as opposed to being a commercial, governmental, or private, secular organization. The term most commonly refers to organizations associated with a major religion, such as Catholic Charities. FBOs have played major roles in delivering a variety of services to the public, such as caring for the infirm and elderly, delivering humanitarian aid, or responding to disasters. These may operate and be managed at local, national, or international levels.

HAZUS. Hazards U.S., is a loss estimation software program developed by the National Institute of Building Sciences (NIBS) for FEMA.

Independent shelter. In the Plan, “independent shelter” refers to a site where a group of neighbors, a CBO, an FBO, or another entity establishes a shelter immediately following the incident. These shelters are not pre-designated, nor are they typically known initially by local government, but they should be integrated into the OA’s sheltering system and supported to the extent possible.

Interim housing. The National Disaster Housing Strategy defines interim housing as housing assistance between sheltering for disaster victims and their return to permanent housing. Generally, this period exists from the

occurrence of the disaster through 18 months after the incident. In this Plan, it also includes the early steps in the transition to long-term recovery.

Local Assistance Center (LAC). An LAC provides a centralized location for services and resource referrals for unmet needs, assistance, and guidance following a disaster or significant emergency. Each LAC is typically staffed and supported by local, State, and Federal agencies, as well as by non-profit and voluntary organizations, as appropriate. Individuals, households, and businesses can access available recovery programs and services at this location.

Mass care and sheltering. The term “mass care and sheltering,” as used in this Plan, refers to the provision of temporary shelter for people displaced from their residences and to the support that is needed for the transition of the residents into interim housing.

Medical shelter. General population shelters can provide basic first aid and support to those with disabilities and other access and functional needs. County Public Health may establish a medical shelter facility to accommodate those who require more medical care than is available at a general population shelter, but do not require hospitalization. Such individuals, while perhaps able to maintain their normal level of health on their own while at home, may require continuous medical care or supervision in order to maintain their normal level of health post-disaster (e.g., an individual who did not bring his diabetes or hypertension medication to his local shelter).

National Shelter System. The System is a national database of shelters managed by FEMA and ARC. All shelters listed for the 12 counties of the San Francisco Bay Area region have statements of understanding with ARC to make the sites available as shelters if they are needed after an incident. All sites were inspected by ARC to ensure that they meet ARC standards for shelters. The database has information about each shelter, including the number of people it can support and details about utilities, bathroom facilities, and other features related to shelter operations.

Non-congregate shelter. A non-congregate shelter is a private or public facility that, by design, provides a short-term lodging function and an increased degree of privacy over congregate shelters. Non-congregate sheltering provides alternatives for incidents when congregate sheltering is unavailable or overwhelmed, or when longer-term temporary sheltering is required.

Non-governmental organization (NGO). NGOs are legally constituted organizations that operate independently from any government, though government often partly or wholly funds them. In such cases, NGOs maintain their non-governmental status by excluding government representation from membership in the organization. In many places, NGOs are called “civil society organizations” or are referred to by other names. Locally based NGOs include CBOs and FBOs.

Service animal. The ADA defines a service animal as any guide dog, signal dog, or other animal individually trained to provide assistance to a person with a disability. If an animal meets this definition, it is considered a service animal under the ADA regardless of whether it has been licensed or certified by a local or State government. In addition, State law defines emotional support animals as animals that provide assistance to a person with a psychiatric/emotional disability. Although not always as specifically trained as service animals, emotional support

animals are still considered an essential aid to a person with a disability that allows them to function in their daily life; therefore, they are also exempt from restrictions regarding facility and transportation access.

Shelter capacity. In the NSS, prepared by the ARC and FEMA, “shelter capacity” refers to shelter space that allows 40 square feet per person. The NSS calculation of capacity does not account for the availability of equipment and staff to support shelters.

State-Coordinated Housing Task Force (SCHTF). The SCHTF is a group of governmental and non-governmental entities convened by the Governor’s representative after a significant incident to identify and facilitate the provision of interim housing for displaced people. The task force includes local, regional, State, Federal, and non-governmental entities with expertise and resources to support interim and longer-term housing. The task force identifies interim housing options, sets priorities, and develops a Housing Plan to guide interim housing operations.

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Appendix B:
Maps

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Figure B-1. Twelve-County San Francisco Bay Area Region

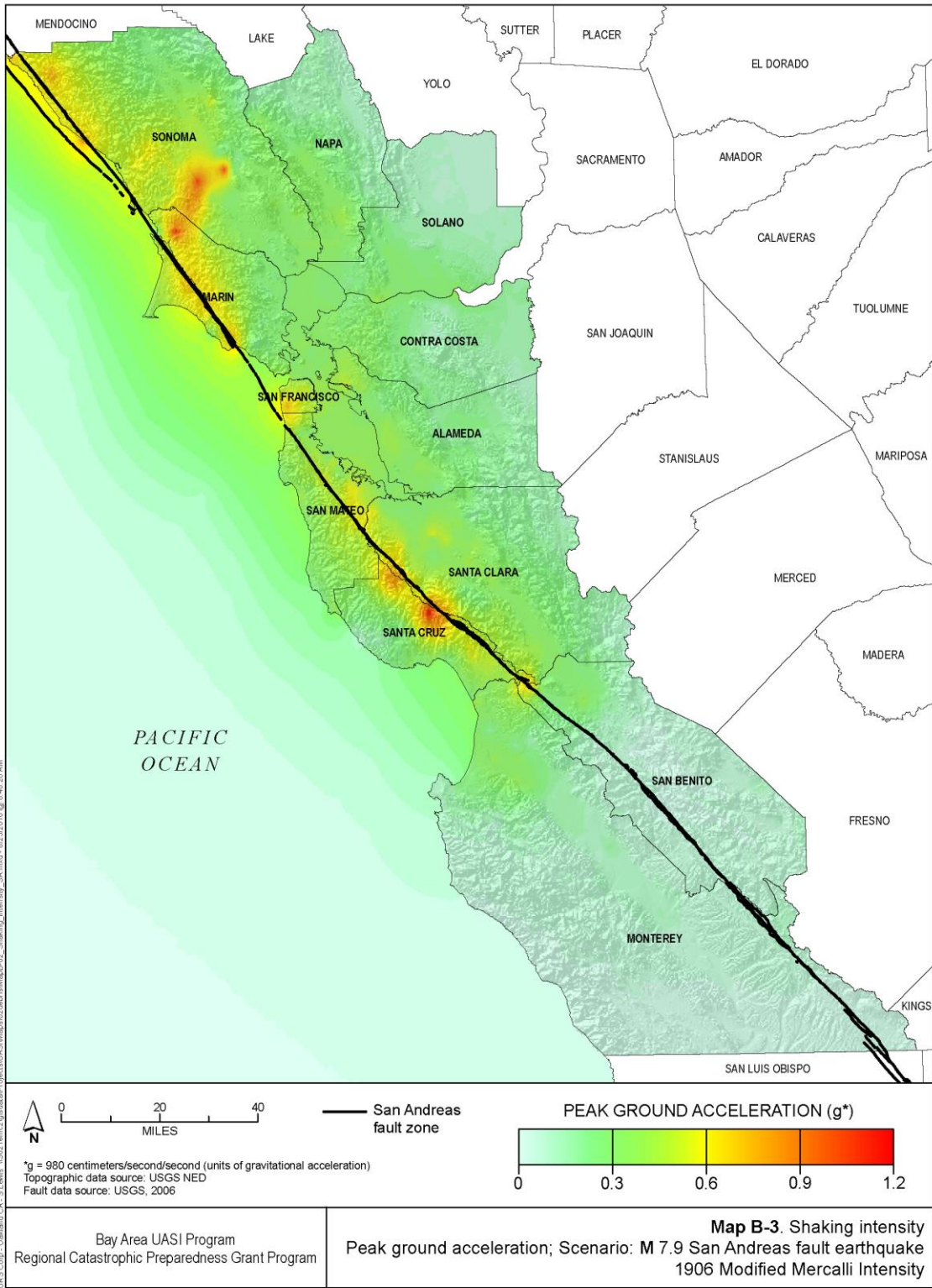


Figure B-3. Shaking Intensity

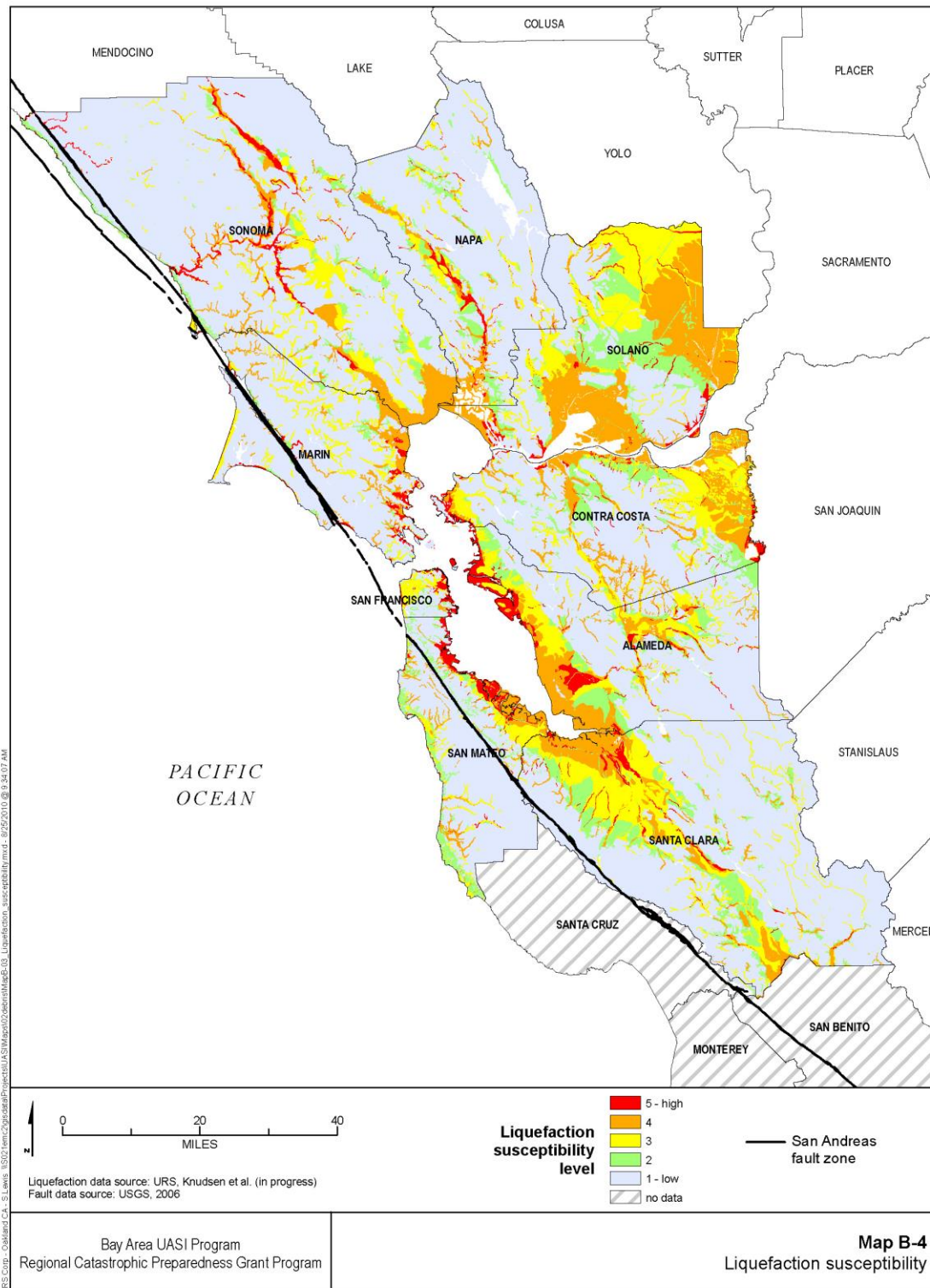


Figure B-4. Liquefaction Susceptibility Level

Appendix C:
Information Collection Plan for Mass Care and Sheltering

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Appendix C: Information Collection Plan for Mass Care and Sheltering

This appendix describes Marin County’s Information Collection Plan for the mass care and sheltering response to a catastrophic earthquake. The collection plan describes the types of information that are necessary in order for senior leaders, emergency managers, EOC staff, and Incident Commanders to understand the situation and make decisions regarding response priorities and resource allocations. **Table C-1** provides a chronological list of critical information that must be collected to support the response.

C1 Information Collection Priorities

The information plan for mass care and sheltering operations reflects the following priorities:

C1.1 Earthquake (E) to E + 72 Hours

Information collection priorities for this phase are:

- Initial assessment of the situation
- Information regarding the status of facilities and resources
- Existing capabilities and resource needs

C1.2 E + 72 Hours to E + 14 Days

Information collection priorities for this phase are:

- Additional information regarding the status of facilities and resources
- Information regarding the request, deployment, and integration of outside resources
- Continued evaluation of capabilities and the identification of needs
- Ongoing updates of the status of the situation

C1.3 E + 14 Days to E + 60 Days

Information collection priorities for this phase are:

- Additional information regarding the status of facilities and resources
- Information regarding the integration of outside resources
- Continued evaluation of capabilities and identification of needs
- Ongoing updates of the status of the situation

C1.4 E + 60 Days to E + 1 Year

Information collection priorities for this phase are:

- Additional information regarding the status of facilities and resources
- Information regarding the integration of outside resources
- Continued evaluation of capabilities and identification of needs
- Ongoing updates of the status of the situation

C2 Responsibilities for Information Collection and Dissemination

The Marin County EOP describes responsibilities for information collection and dissemination.

C3 Information Collection Procedures

The Marin County EOP describes procedures for information collection and dissemination.

C4 Critical Information Needs

Table C-1 provides a chronological list of critical information needs for the response.

Table C-1. Critical information collection requirements

Critical Information	Specific Information	Methodology/Source	Responsible Entity	Product	Timeline
1 Boundaries of disaster area (areas that experienced shaking/liquefaction, landslides)	<ul style="list-style-type: none"> • Geographic limits of damage • Description of severity of damage • Estimated percentage of population evacuated or in need of evacuation 	<ul style="list-style-type: none"> • Predictive modeling • Remote/Overhead sensing • Aerial reconnaissance • Media reports • Assessment teams • On-scene reports • State SOC reports 	<ul style="list-style-type: none"> • Local jurisdictions and OA EOC 	<ul style="list-style-type: none"> • GIS impact maps • Situation report • Status briefing 	Initial estimate within 4 hours post-incident; updated every operational period.
2 Access points to disaster area	<ul style="list-style-type: none"> • Locations of known access points • Credentials needed to enter • Best routes to approach the disaster 	—	<ul style="list-style-type: none"> • Local jurisdictions and OA EOC, CHP, and Caltrans 	<ul style="list-style-type: none"> • GIS maps • Displays • Briefings 	Initial estimate within 4 hours post-incident; updated every 12 hours.
3 Jurisdictional boundaries	<ul style="list-style-type: none"> • Cities • Counties • Tribal nations • Congressional districts • Special districts 	<ul style="list-style-type: none"> • Existing maps • GIS database 	<ul style="list-style-type: none"> • Local jurisdictions and OA EOC 	<ul style="list-style-type: none"> • GIS maps • Jurisdictional profiles 	Initial estimate within 4 hours post-incident; updated every operational period.
4 Population/Community support impacts	<ul style="list-style-type: none"> • Estimated population affected • Number of open shelters/population • Potential unmet shelter requirements • Number of homes affected (destroyed, damaged) • Percentage of grocery stores open and able to meet the needs of the public • Percentage of pharmacies open and able to meet the needs of the public 	<ul style="list-style-type: none"> • Predictive modeling • GIS • Assessment teams • Reports from other EOCs • News media and other open sources • Voluntary agency reports 	<ul style="list-style-type: none"> • Local jurisdictions and OA EOC 	<ul style="list-style-type: none"> • FEMA disaster information database, individual assistance module • Reporting • Situation briefing • Situation reports • Displays • GIS products 	Initial estimate within 4 hours post-incident; updated every operational period.
5 Hazard-specific information Hazardous, toxic, and radiological issues Safety hazards	<ul style="list-style-type: none"> • Extent of fires • Potential for (or extent of) flooding • Number/Estimate of collapsed structures potentially requiring urban search and rescue • Actual and potential releases of hazardous materials • Actual and potential radiological incidents • Affected locations and what they contain • Actions being taken under the National Contingency Plan, if any • Personal safety issues • Public health concerns 	<ul style="list-style-type: none"> • Assessment team reports • EOC reports • Predictive modeling • NRC • EPA • U.S. Coast Guard 	<ul style="list-style-type: none"> • Responsible party, local jurisdictions, OA EOC 	<ul style="list-style-type: none"> • GIS product depicting actual and potential threats • Situation report • Status briefing • Daily intelligence summary • Safety briefings/messages 	Initial estimate within 4 hours post-incident; updated every 12 hours.
6 Seismic and/or other geophysical information	<ul style="list-style-type: none"> • Location of epicenter • Location of mud flows and landslides • Potential magnitude of aftershocks • Location of ground liquefaction sites 	<ul style="list-style-type: none"> • Remote sensing • USGS reports • State SOC reports 	<ul style="list-style-type: none"> • Planning Section and GIS 	<ul style="list-style-type: none"> • GIS maps of affected areas • Situation briefings • Situation reports 	Initial estimate within 4 hours post-incident; updated every 6 hours.
7 Weather	<ul style="list-style-type: none"> • Post-incident forecast and implications for impeding operations 	<ul style="list-style-type: none"> • NWS 	<ul style="list-style-type: none"> • NOAA 	<ul style="list-style-type: none"> • Status briefings • Situation reports • Daily intelligence summaries 	As soon as possible post-incident; ongoing, as required.

Critical Information	Specific Information	Methodology/Source	Responsible Entity	Product	Timeline
8 Demographics	<ul style="list-style-type: none"> Population of affected areas Demographic breakdown of population, including income levels, information on elderly, and children Estimation of people with access and functional needs among affected population Number/Type of housing units in affected areas Level of insurance coverage Affected tribal nations Unemployment levels Languages other than English spoken by >1% of population 	<ul style="list-style-type: none"> GIS Predictive modeling Commercial products Census data 	<ul style="list-style-type: none"> Local jurisdictions and OA EOC 	<ul style="list-style-type: none"> Jurisdiction profiles GIA analysis Regional analysis and summary 	Initial information no later than 12 hours post-incident.
9 Predictive modeling	<ul style="list-style-type: none"> What HAZUS models show for damage impacts and casualties 	<ul style="list-style-type: none"> HAZUS outputs 	<ul style="list-style-type: none"> Planning Section and GIS 	<ul style="list-style-type: none"> GIS products 	No later than 2 hours post-incident.
10 Initial needs and damage assessments	<ul style="list-style-type: none"> Reports of rapid needs assessment and preliminary damage assessment teams Damage reported by local, State, and Federal agency EOCs Requests for Federal support from the State 	<ul style="list-style-type: none"> Rapid needs assessment and preliminary damage assessment team reports HAZUS outputs Open sources Other Federal agency situation reports State SOC reports 	<ul style="list-style-type: none"> Local jurisdictions and OA EOC 	<ul style="list-style-type: none"> Situation briefings Situation reports GIS products 	Initial estimate within 4 hours post-incident; updated every 12 hours.
11 Status of communications systems	<ul style="list-style-type: none"> Status of telecommunications service (including Internet and infrastructure) Reliability of cellular service in affected areas Potential requirement for radio/satellite communications capability Status of emergency broadcast (TV, radio, cable) system and ability to disseminate information 	<ul style="list-style-type: none"> EOC reports News media/open sources Internet service provider/telephone companies National Communication System member agencies 	<ul style="list-style-type: none"> Local jurisdictions and OA EOC 	<ul style="list-style-type: none"> Situation briefings Situation reports 	Initial estimate within 4 hours post-incident; updated every 12 hours.
12 Status of transportation systems	<ul style="list-style-type: none"> Status of area airports Status of major/primary roads Status of critical bridges Status of railways Status of ports Status of evacuation routes Status of public transit systems Status of pipelines Accessibility to most severely affected areas Debris on major roadways and bridges 	<ul style="list-style-type: none"> State SOC reports Caltrans Metropolitan Transit Commission U.S. Department of Transportation Assessment team reports Community relations USACE Remote sensing/aerial reconnaissance Predictive modeling 	<ul style="list-style-type: none"> Local jurisdictions and OA EOC, Caltrans, CHP, and Marin Transit 	<ul style="list-style-type: none"> Situation briefings Situation reports 	Initial estimate within 4 hours post-incident; updated every 12 hours.
13 Status of EOCs	<ul style="list-style-type: none"> Status of local EOCs Status of State EOC Status of agency EOCs Status of Federal RRCC Status of IMAT Status of back-up region RRCC 	<ul style="list-style-type: none"> State SOC reports ESFs/Other Federal agencies Regional offices RRCCs 	<ul style="list-style-type: none"> Local jurisdictions and OA EOC 	<ul style="list-style-type: none"> Situation briefings Situation reports GIS products 	No later than 1 hour post-incident.

Critical Information	Specific Information	Methodology/Source	Responsible Entity	Product	Timeline
14 Status of critical infrastructure and facilities	<ul style="list-style-type: none"> Status of potable and non-potable water and sewage treatment plants/distribution systems Status of medical facilities (hospitals, nursing homes, etc.) Status of schools and other public buildings Status of pre-designated government-sanctioned shelter facilities Status of fire and police facilities Status of levees and dams 	<ul style="list-style-type: none"> Predictive modeling Remote sensing/aerial reconnaissance EOC reports GIS USACE U.S. Bureau of Reclamation DWR 	<ul style="list-style-type: none"> Local jurisdictions and OA EOC 	<ul style="list-style-type: none"> Situation briefings Situation reports GIS products 	Initial estimate within 4 hours post-incident; updated every 12 hours.
15 Status of energy systems	<ul style="list-style-type: none"> Status of electrical generating facilities and distribution grid Number of households/people without electric power Status of natural gas transmission facilities and distribution pipelines Number of households/people without natural gas Status of refineries and gasoline and oil distribution systems 	<ul style="list-style-type: none"> California Emergency Utilities Association Nuclear Regulatory Commission reports Investor-owned utilities (e.g., PG&E) and municipal utility districts Remote sensing 	<ul style="list-style-type: none"> Local jurisdictions and OA EOC, utility operators 	<ul style="list-style-type: none"> Situation briefings Situation reports GIS products 	Initial estimate within 4 hours post-incident; updated every 12 hours.
16 Status of remote sensing Operations	<ul style="list-style-type: none"> Remote sensing missions that have been requested Target areas Data availability Whether a rapid assessment is being conducted Areas that are being assessed Report availability and format Whether the Marin County Sheriff's Air Patrol Operations Unit has been activated Where over-flights are being conducted Other aerial reconnaissance missions in progress Commercial remote sensing sources availability 	<ul style="list-style-type: none"> U.S. Coast Guard USGS Department of Defense NASA Private-sector entities 	<ul style="list-style-type: none"> Local jurisdictions and OA EOC, CHP, FAA 	<ul style="list-style-type: none"> Remote sensing imagery-derived products 	Ongoing.
17 Status of key personnel/personnel issues	<ul style="list-style-type: none"> Staffing needs for response operations 	---	<ul style="list-style-type: none"> Local jurisdictions and OA EOC 	---	Within 2 hours after disaster declaration; updated every operational period.
18 Status of key partner agencies in response	<ul style="list-style-type: none"> Vendors and government contractors NGOs with agreements 	<ul style="list-style-type: none"> Contracts and agreements 	<ul style="list-style-type: none"> Local jurisdictions and OA EOC 	<ul style="list-style-type: none"> Contract services Pre-arranged statements of agreement 	Initial estimate within 4 hours post-incident.
19 Status of declarations	<ul style="list-style-type: none"> Status of local emergency proclamations Status of State emergency proclamation Status of Presidential declaration Jurisdictions included Types of assistance authorized Special cost-share provisions regarding direct Federal assistance 	<ul style="list-style-type: none"> State SOC reports FEMA declarations The White House 	<ul style="list-style-type: none"> Local jurisdictions and OA EOC 	---	As soon as information becomes available; updated every operational period.
20 Priorities for response — upcoming activities	<ul style="list-style-type: none"> Operational priorities Priorities: water, food, power, medical, search and rescue, communications 	<ul style="list-style-type: none"> EOC reports Rapid needs assessment team reports Elected officials 	<ul style="list-style-type: none"> Local jurisdictions and OA EOC 	<ul style="list-style-type: none"> Situation briefings Situation reports GIS products 	Initial estimate within 4 hours post-incident; updated every operational period.
21 Major issues/shortfalls	<ul style="list-style-type: none"> Actual or potential resource shortfalls of the affected counties Anticipated requirements Potential or actual shortfalls Potential sources for resource shortfalls Resources available and locations of resources 	<ul style="list-style-type: none"> EOC reports Rapid needs assessment team reports Community relations field reports 	<ul style="list-style-type: none"> Local jurisdictions and OA EOC 	<ul style="list-style-type: none"> Situation briefings Situation reports GIS products 	Initial estimate within hours post-incident; updated every operational period.

Caltrans = California Department of Transportation
DWR = California Department of Water Resources
EOC = Emergency Operations Center
EPA = U.S. Environmental Protection Agency
ESF = Emergency Support Function
FEMA = Federal Emergency Management Agency

GIS = Geographic Information Systems
HAZUS = Hazards U.S.
IMAT = Incident Management Assistance Team
NASA = National Aeronautics and Space Administration
NGO = non-governmental organization
NRC = Nuclear Regulatory Commission

NWS = National Weather Service
RRCC = Regional Resource Coordination Center
SOC = State Operations Center
USACE = U.S. Army Corps of Engineers
USGS = U.S. Geological Survey

Appendix D:
Mass Care and Sheltering Resources

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Table D-1. Recommended number of staff to manage a shelter with 200, 500, and 1,000 residents

Table D-2. Recommended equipment needed to prepare 20,000 meals per day and per month

Table D-3. Recommended quantities of shelter sites and equipment to support 3,000 and 10,000 people

Appendix D: Mass Care and Sheltering Resources

The tables in this appendix are examples of the quantities of personnel and resources recommended to manage a mass care and sheltering operation.

Table D-1. Recommended number of staff to manage a shelter with 200, 500, and 1,000 residents.

Position	200 Residents	500 Residents	1,000 Residents
Shelter manager	1	1	1
Shift supervisors	3	3	3
Registrar	1	1	1
Registration workers	1	2	5
Dormitory management supervisor	1	1	1
Dormitory management workers	2	5	10
Food service workers	6	14	28
Information (Help Desk)	2	4	6
Administrative assistant	1	1	1
Information Technology	1	1	1
Health services supervisor	1	1	1
Health services staff	1	2	5
Disaster mental health staff	2	4	8
Material support supervisor	1	1	1
Material support workers	1	2	4
Staff services workers	1	1	2
Security staff	1	2	4
Total	27	46	82

Source: Adapted from Shelter Operations Management Toolkit (ARC, 2007)

Table D-2. Recommended equipment needed to prepare 20,000 meals per day and per month.

Resource	Quantity Needed for 20,000 Meals	
	Per Day	Per Month
53-foot dry box (can be substituted by a 48-foot dry box)	1	2
53-foot trailer with freezer and refrigeration capability (can be substituted by a 48-foot trailer)	2	2
2,000-gallon gray water container	1	1
2,000-gallon fresh water container	1	1
Portable toilets	8	8
3,000-lb rubber wheeled propane or electric fork lift (5,000-lb rubber wheeled fork lift is acceptable)	1	1
Pallet jack (hand)	2	2
40-yard dumpster (10- to 40-yard range is acceptable)	1	1
Hand washing stations	4	4
Propane	250 gallons	7,500 gallons
30-kW generator (diesel fuel)	1	1
Diesel fuel	100 gallons	3,000 gallons

Source: RECP (2008)

Table D-3. Recommended quantities of shelter sites and equipment to support 3,000 and 10,000 people.

Resources	3,000 People	10,000 People	Comment
Shelter sites	6	20	Assumes an average shelter population of 500 persons per shelter
Meals per day at shelters and other service delivery sites	12,900	43,000	Assumes at least 2 hot meals per day for 500 persons per shelter multiplied by 2 to account for meals at other sites plus 8% to account for staff
Cots or sleeping mats	3,000	10,000	Assumes 1 cot or sleeping mat per person in shelter
Blankets	6,000	20,000	Assumes 1 blanket per person in shelter (may need to upgrade to 2 per person in cold weather)
Cambros (specialized storage containers for hot food)	108	359	2 cambros can generally serve 240 meals per day assuming liners are used (entrée and one side; average of 5-oz serving size)
Emergency response vehicles (ERVs) to carry food/beverages	26	86	Based on 500 meals per ERV per day (box trucks can also be used to transport food cambros, leaving ERVs to support mobile feeding)
Cargo trucks	6	20	For bulk distribution and shelter support; 1 cargo truck per 500 persons
Passenger vans	2	6	For staff transport; 1 van for every 1,500 persons sheltered
Meals ready to eat (MREs)	42,000	138,600	For the first 3 weeks
Bottled water	3,000	10,000	Standard gallon containers for bulk distribution
Comfort kits	9,000	30,000	1 person in shelter sites per week (for 3 weeks)
Generators	12	20	Two 15- to 25-kW generators for every shelter with 500 persons
Minimum staff per shelter site	264	880	See RECP for suggested shelter staff for individual shelters
Food preparation staff	13	43	10 food prep staff persons for every 10,000 meals
Fixed feeding staff	26	86	Number of meals per day ÷ 1,000 meals per vehicle/day x 2-person crew ¹
Mobile feeding staff	51	172	Number of meals per day ÷ 500 meals per day, per vehicle, each with a 2-person crew

Source: Regional Emergency Coordination Plan (RECP), Appendix I (2008)

ERV = emergency response vehicle

kW = kilowatt

MRE = meal ready to eat

oz = ounce

¹ Assumes one hot and two cold meals per day dropped off at one time. Requires refrigeration capability at shelter/feeding sites.

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Appendix E:
Main Shelter Facilities in Marin County

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Appendix E: Main Shelter Facilities in Marin County

Main shelters have smaller capacity and fewer features than primary shelter facilities (which shelter more than 250 people). They are used in isolated or cut-off areas that do not have a primary shelter facility available and/or if additional sheltering resources are secured.

For details on capacity, accessibility, and other information pertaining to specific facilities, consult the National Shelter System Database and the American Red Cross's detailed shelter surveys.

E1 North Marin Facilities

Hill Gym, Margaret Todd Senior Center
1560 Hill Road
Novato

Novato High School
625 Arthur Boulevard
Novato

San Marin High School
15 San Marin Drive
Novato

E2 West Marin Facilities

Commonweal
451 Mesa Road
Bollinas

St. Columba Retreat House
12835 Sir Francis Drake Boulevard
Inverness

Marconi Conference Center
18500 State Route 1
Marshall

Green Gulch Zen Center
1601 Shoreline Highway
Muir Beach

West Marin Elementary School
11550 Highway 1
Point Reyes Station

San Geronimo Valley Community Gym
1 Lagunitas School Road
San Geronimo

Stinson Beach Community Center
32 Belvedere Avenue
Stinson Beach

Tomales High School
3850 Irvin Street
Tomales

E3 South Marin Facilities

Del Mar School
105 Avenida Miraflores
Belvedere Tiburon

Mill Valley Community Center
180 Camino Alto
Mill Valley

Appendix F:
Medical Health Emergency Use Sites

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Appendix F: Medical Health Emergency Use Sites

The following list contains sites with which the Marin County Department of Health and Human Services (HHS) maintains MOUs to use them for medical and healthcare during an emergency. Such sites would accommodate any of the following: alternative care sites (ACSeS), points of dispensing (medical PODs), field treatment sites (FTSeS), or medical shelters. For further address information and other detail, contact HHS staff for documentation.

Agency	Sites with MOUs	City	Special Use (If Any)
Bolinas School District	Bolinas Stinson Campus	Bolinas	Primary POD
College of Marin	Indian Valley Campus	Novato	Primary POD
College of Marin	Kentfield Campus	Kentfield	Primary POD
Dixie School District	Dixie Elementary School	San Rafael	
Dixie School District	Vallecito Elementary	San Rafael	
Dixie School District	Mary E. Silveira Elementary	San Rafael	
Dixie School District	Miller Creek Middle School	San Rafael	
Dominican University	Conlan Recreation Center	San Rafael	Primary ACS
Kentfield School District	Bacich Elementary School	Kentfield	
Kentfield School District	Kent Middle School	Kentfield	
Lagunitas School District	Lagunitas K-8 School	Lagunitas	
Lagunitas School District	San Geronimo K-8 School	San Geronimo	
Larkspur-Corte Madera School District	Neil Cummings Elementary School	Corte Madera	
Larkspur-Corte Madera School District	Hall Middle School	Larkspur	
Mill Valley School District	Mill Valley Middle School	Mill Valley	Primary POD
Mill Valley School District	Edna Maguire Elementary	Mill Valley	
Mill Valley School District	Old Mill School	Mill Valley	
Mill Valley School District	Park School	Mill Valley	
Mill Valley School District	Strawberry Point School	Mill Valley	Primary POD
Mill Valley School District	Tam Valley	Mill Valley	
Nicasio School District	Nicasio K-8 School	Nicasio	
Novato School District	Hamilton Elementary School	Novato	
Novato School District	Loma Linda Verde Elementary School	Novato	
Novato School District	Lu Sutton Elementary School	Novato	
Novato School District	Lynwood Elementary School	Novato	
Novato School District	Novato High School	Novato	Primary POD
Novato School District	Olive Elementary School	Novato	
Novato School District	Hamilton Meadow Park	Novato	
Novato School District	San Jose Middle School	Novato	Primary POD
Novato School District	Sinaloa Middle School	Novato	
Novato School District	San Marin High School	Novato	
Reed Union School District	Reed Elementary School	Tiburon	
Reed Union School District	Bel Aire Elementary School	Tiburon	
Reed Union School District	Del Mar Middle School	Tiburon	
Ross School District	Ross Elementary	Ross	
Ross Valley School District	Brookside Elementary School, Lower Campus	San Anselmo	
Ross Valley School District	Brookside Elementary School, Upper Campus	San Anselmo	
Ross Valley School District	Manor Elementary School	Fairfax	
Ross Valley School District	Wade Thomas Elementary School	San Anselmo	

Agency	Sites with MOUs	City	Special Use (If Any)
Ross Valley School District	White Hill Middle School	Fairfax	
San Rafael City School District	Bahia Vista Elementary	San Rafael	
San Rafael City School District	Coleman Elementary School	San Rafael	
San Rafael City School District	Glenwood Elementary School	San Rafael	
San Rafael City School District	Laurel Dell Elementary School	San Rafael	
San Rafael City School District	San Pedro Elementary School	San Rafael	
San Rafael City School District	Short Elementary School	San Rafael	
San Rafael City School District	Sun Valley Elementary School	San Rafael	
San Rafael City School District	Venetia Valley Elementary School	San Rafael	
San Rafael City School District	Davidson Middle School	San Rafael	Primary POD
San Rafael City School District	Madrone Continuation High School	San Rafael	
San Rafael City School District	San Rafael High School	San Rafael	Primary POD
San Rafael City School District	Terra Linda High School	San Rafael	Primary POD
Sausalito-Marin City School District	Bayside Elementary School	Sausalito	
Sausalito-Marin City School District	Martin Luther King Jr. Academy	Sausalito	
Sausalito-Marin City School District	Willow Creek Academy	Sausalito	
Shoreline School District	Bodega Bay School	Tomaes	
Shoreline School District	Shoreline Acres Pre-School	Tomaes	
Shoreline School District	Tomaes Elementary School	Tomaes	
Shoreline School District	Tomaes High School	Tomaes	
Shoreline School District	West Marin H.S. Inverness Elementary School	Point Reyes Station	Primary POD
Tamalpais Union H.S. District	Redwood High School	Larkspur	Primary POD
Tamalpais Union H.S. District	San Andreas High School	Larkspur	
Tamalpais Union H.S. District	Drake High School	San Anselmo	Primary POD
Tamalpais Union H.S. District	Tamalpais High School	Mill Valley	
Tamalpais Union H.S. District	Tamiscal High School	Larkspur	
All sites can be utilized for any medical health response activity			

Appendix G:
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Appendix G: Horse Disaster Staging Areas

Animal shelter sites will be co-located with ARC shelters where possible and practical. For further details, contact the Marin Humane Society.

G1 North Marin

Novato

- Marin Humane Society
- San Marin School
- Indian Valley College Parking Lot
- Firemen's Fund
- Novato Horsemen's Arena
- Hamilton Air Force Base

San Rafael

- St. Vincent's
- Silveira's Ranch
- Marin County Civic Center

G2 Central Marin

San Rafael

- Home Depot Lot

San Anselmo/Fairfax

- Drake High School Lot
- San Domenico
- Marin Stables
- Dickson Ranch

G3 South Marin

Larkspur

- Larkspur Landing
- Redwood High School Parking Lot
- Ferry Terminal Parking Lot

Corte Madera

- The Village Mall Parking Lot
- Corte Madera Mall Parking Lot

Mill Valley

Horse Hill
Mill Valley Recreation Center
Bayfront Park Parking Lot
Tamalpais High School Lot
Tennessee Valley

Sausalito

Ferry Terminal Parking Lot
Bay Model Parking Lot
Fort Baker
Marin Headlands

G4 Coastal Marin

Dillon Beach

Pozzi Ranches
Lawson Landing

Marshall

Ranches

Tomales

Tomales High School Lot
Private Ranches

Pt. Reyes Station

Private Ranches
Pt. Reyes School
Toby's

Olema

Stewart Ranch
Church
Bear Valley Headquarters

Bolinas

Fire Department
Private Ranches

Stinson Beach

Stinson School

Appendix H:
Coordination of Sheltering Decisions

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Appendix H: Coordination of Sheltering Decisions

Shelter Activation Process

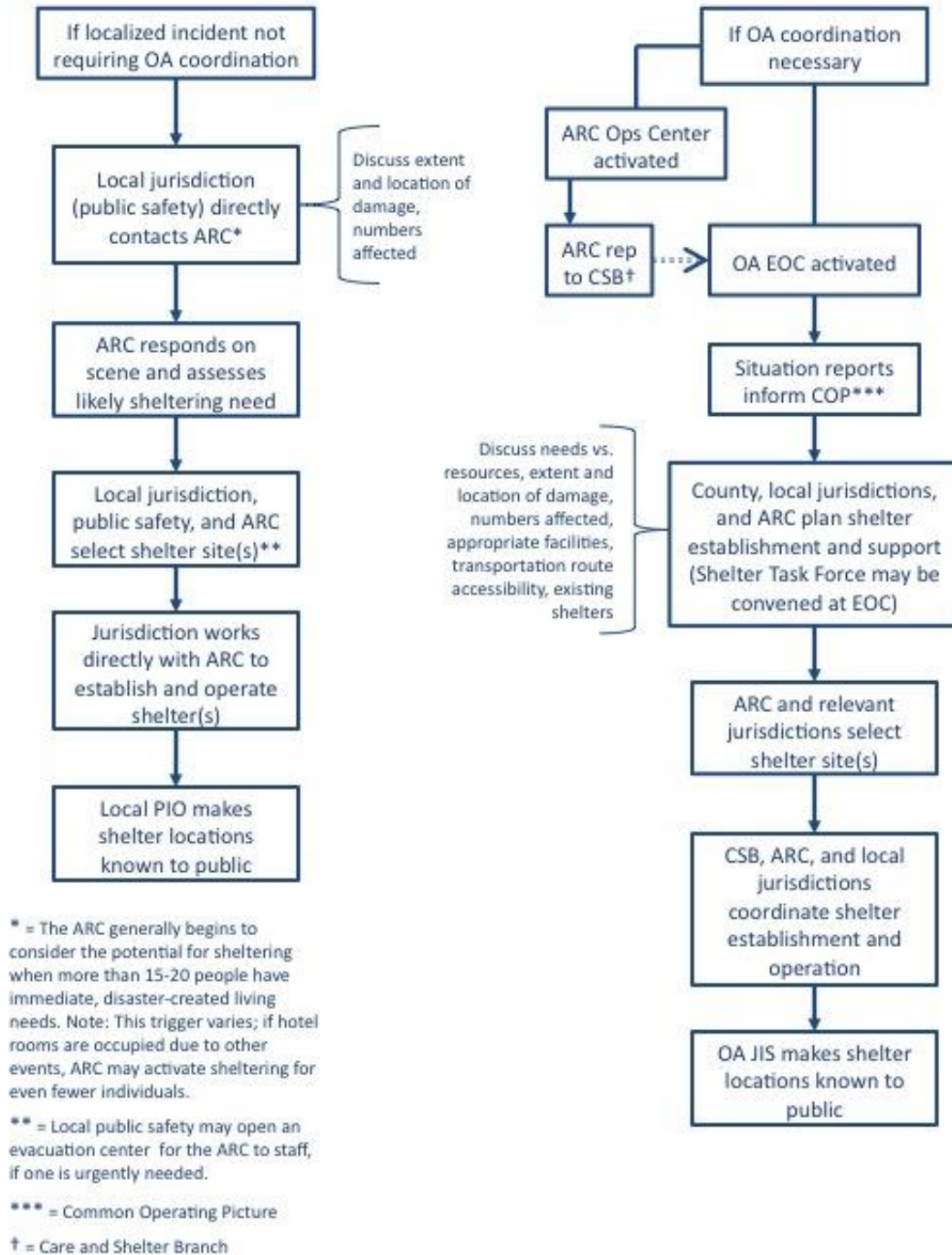


Figure H-1. Shelter Activation Process.

Shelter Site Selection Process

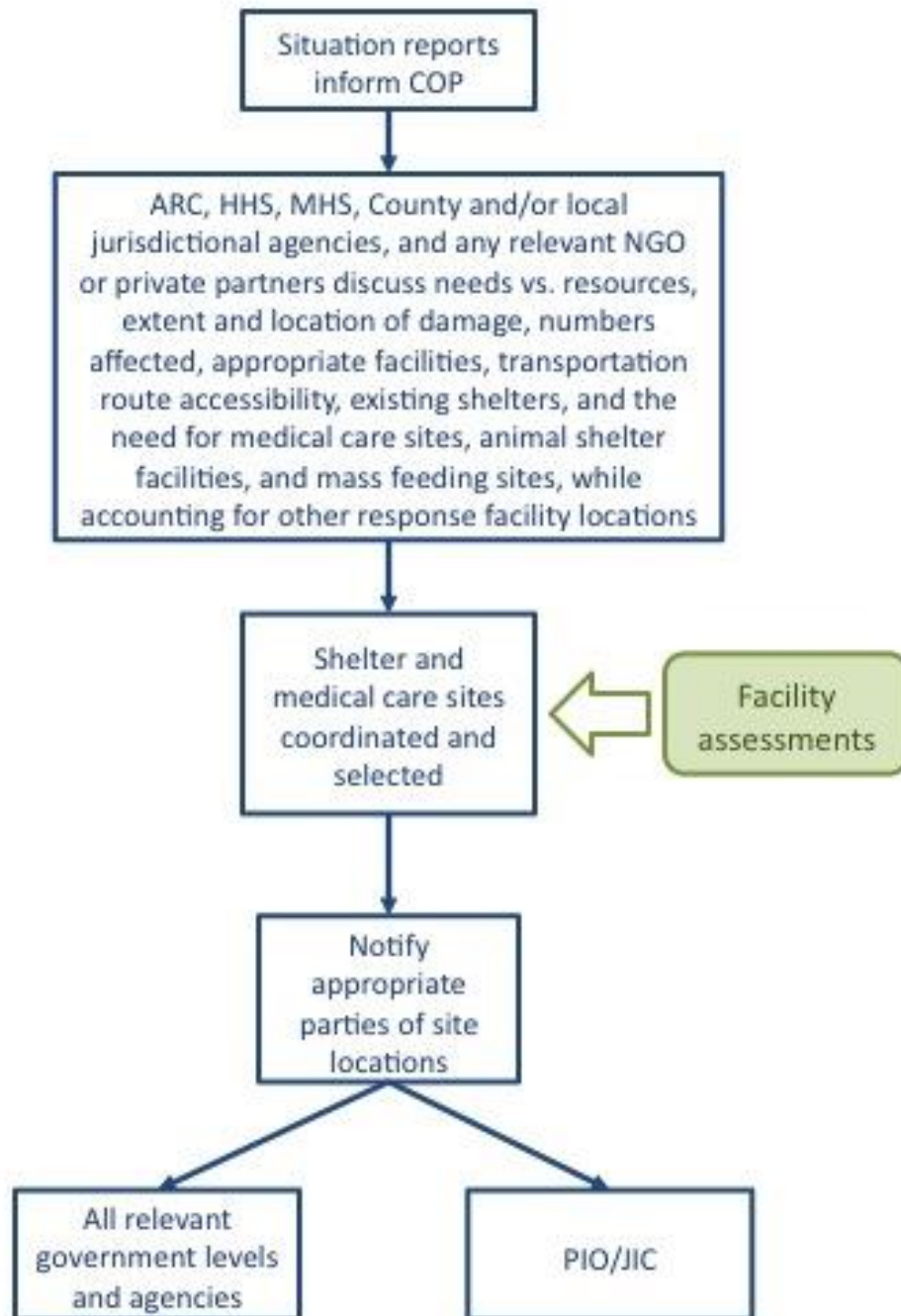


Figure H-2. Shelter Site Selection Process.

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Appendix I: Resource Requests and Information Flow

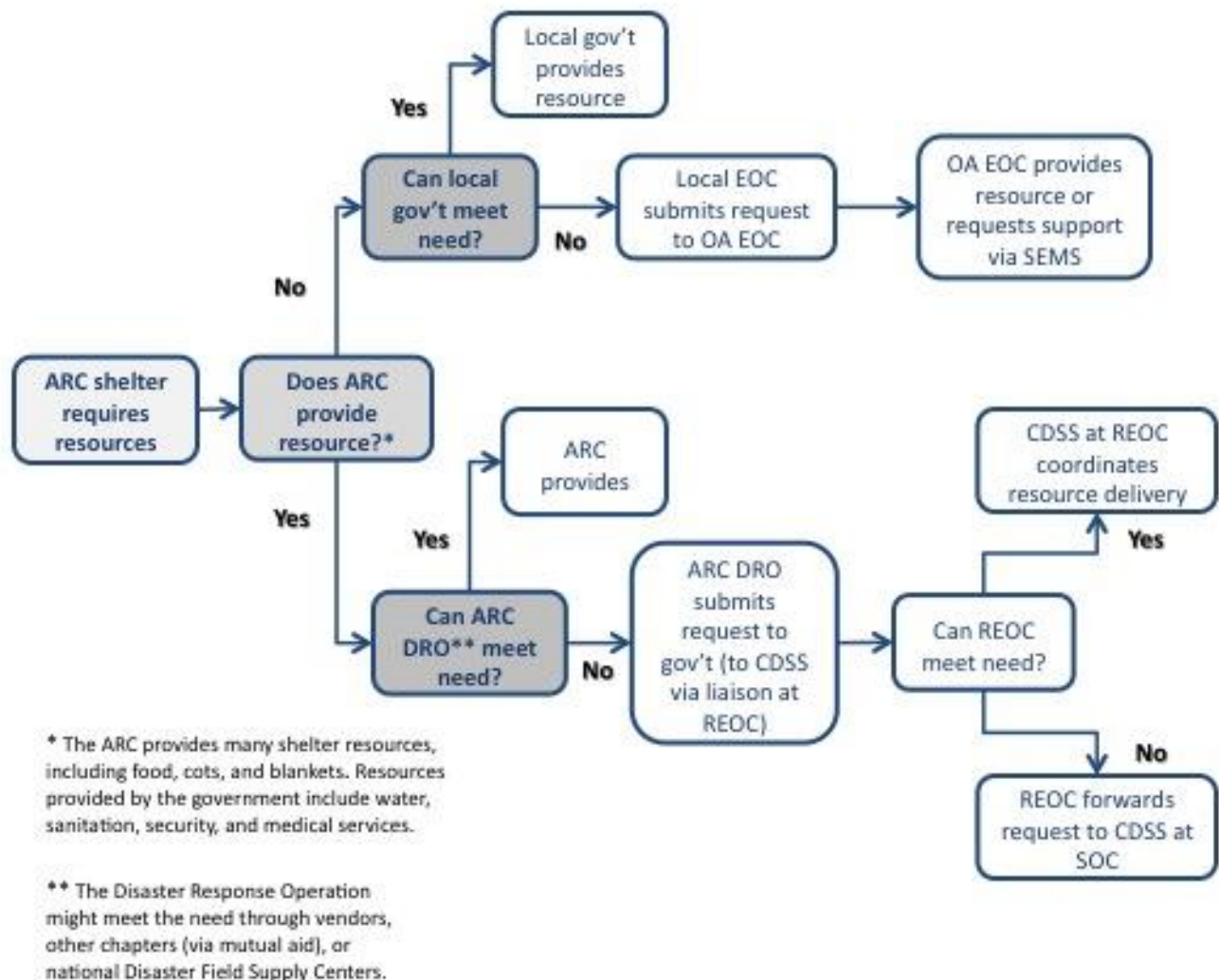


Figure 1. Resource requests from ARC shelters (adapted from RECP Care and Shelter Subsidiary Plan, 2008).

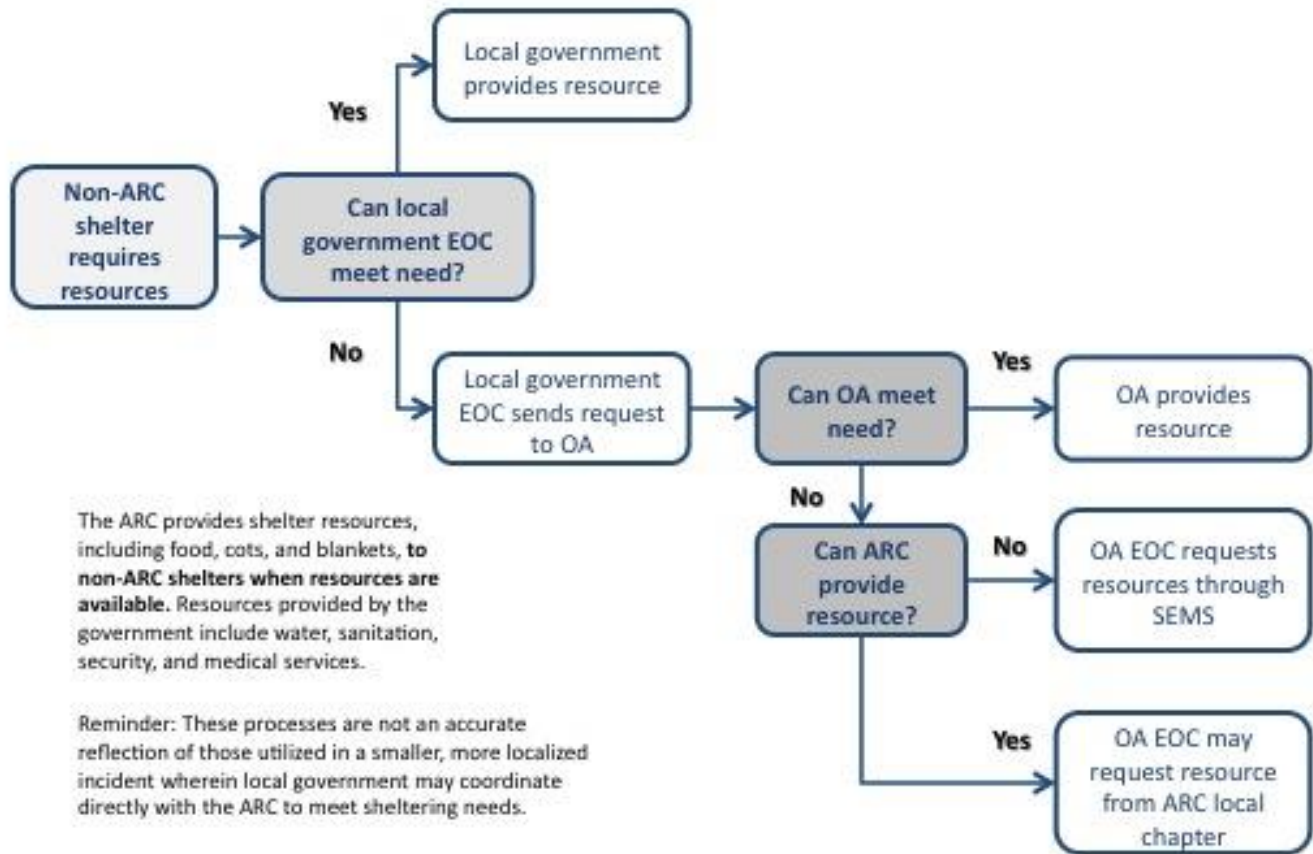


Figure 2. Resource requests from locally run (non-ARC) shelters (from RECP Care and Shelter Subsidiary Plan, 2008).

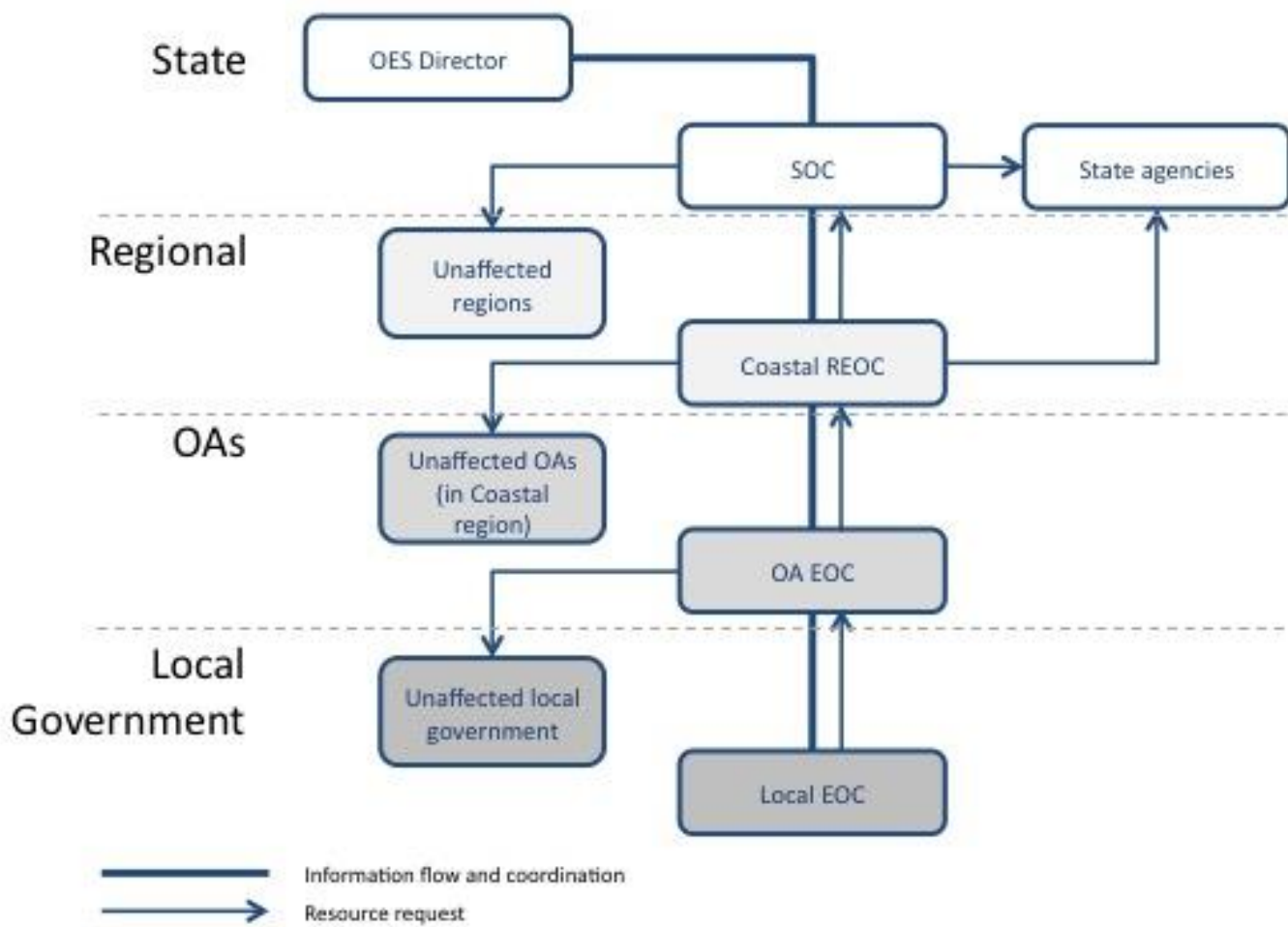


Figure 3. Emergency services resource request flow via SEMS (from RECP, 2008).

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Appendix J:
FAST Program Guidance

This appendix is currently under development.

Appendix K:
Sheltering People with Medical Needs

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Appendix K: Sheltering People with Medical Needs

K1 Medical Sheltering and the Continuum of Care

On a daily basis, the healthcare system in Marin County offers medical services at a comprehensive range of medical sites. In the event of an emergency, that continuum of care may expand to accommodate additional, emergency-related needs and maximize the use of available healthcare resources. The range of sites activated depends on the circumstances of the specific incident, and the response is scalable, in that only those sites that are necessary and can be adequately resourced will be activated.

Amidst this expansion of medical services, large numbers of people with medical needs will be displaced from their homes; these numbers may also create a strain on the existing healthcare system, as, while many of those displaced may have been able to maintain their health independently when at home, they may require medical care when displaced in order to avoid hospitalization. A medical sheltering capability, as part of the scalable medical health response, can help alleviate some of the strain to the overall healthcare system. For more information on the medical services plans and scalability of medical services operations within Marin County, see the Marin County EMS Agency Multiple Patient Management Plan.

K2 Key Emergency Medical and Healthcare Sites for Displaced Individuals

As stated in the body of this Plan (the Marin OA Catastrophic Earthquake Mass Care and Sheltering Plan), general population shelters can accommodate most displaced people, including those with disabilities and other access and functional needs. If a patient requires continuous medical supervision or life-sustaining or acute medical care, he or she may be hospitalized (or sent to a facility outside the affected area or to a Government-Authorized Alternate Care Site, in the event that hospitals in the County are overwhelmed). If some patients require more medical care than is available at a general population shelter, but do not require hospitalization, the Medical/Health Operational Area Coordinator (MHOAC) may opt to activate a medical shelter to accommodate them. This medical shelter will, to the extent it is possible and reasonable to do so, be co-located with a general population shelter so that family members of those receiving medical care can be accommodated and to facilitate resource sharing between sites.

Below are brief descriptions of four of the key temporary site types relevant to administering medical care to those displaced during an emergency. Figure **K-1** illustrates how these sites are distinct and how they relate to one another, as well as how patient flow typically occurs between them. Application of the guidance provided on the scope of services per site is flexible, dependent on clinical judgment, subject to resource availability, and sensitive to the self-determination of those who are seeking shelter.

K2.1 *Field Treatment Site*

A Field Treatment Site (FTS) is a temporary location for triage, emergency medical treatment, and management and care of casualties in a field setting. These sites are usually activated when permanent

medical facilities are unavailable or lack capacity. Stabilized patients requiring a higher level of care are transported to receiving facilities when possible. FTSes are generally intended to operate for up to 48 hours or until injured or ill patients stop arriving. The Marin Medical Reserve Corps (MMRC) trains its volunteers to operate an FTS for up to 72 hours. The MHOAC may decide to activate an FTS if the casualty incident is expected to exceed local patient care capacity; if a protracted, large-scale response with multiple casualties is expected; or during a planned event where the provision of medical treatment is anticipated (not necessarily when resources are overwhelmed). The Marin EMS Agency, likely in cooperation with the MMRC, will staff each FTS.

K2.2 General Population Shelter

A general population shelter (as described much more in-depth in the body of this Plan) is a temporary location where local jurisdictions, through and in close coordination with the American Red Cross (ARC), provide mass care to displaced individuals and families. The general population includes individuals with disabilities and other access and functional needs and those requiring basic first aid. The OA EOC Care and Shelter Branch will help local jurisdictions to coordinate the activation of these facilities with the ARC when a displaced population or community requires sheltering and mass care support.

K2.3 Medical Shelter

A medical shelter is a temporary location that provides medical care and support to displaced individuals in order to maintain their level of health during an incident. Individuals from the impacted community in these shelters receive assistance with needs that require skilled medical care, but not hospitalization. The MHOAC might choose to activate a medical shelter when a population with medical needs has been displaced; when the immediate needs of the incident exceed the County's ability to accommodate the impacted population in "like facilities" (e.g., in the event of a skilled nursing facility evacuation); when there is a need to reduce the strain on the overall healthcare system; and/or when people require a higher level of medical skill, resources, or infrastructure than can be provided in a general population shelter. If the MHOAC determines that a medical shelter facility must be activated, the Marin EMS Agency (with the support of County Social Services and the Care and Shelter Branch in the OA EOC) will open the site and staff it with EMS, MMRC, and other medical personnel, as necessary.

K2.4 Government-Authorized Alternate Care Site

An Alternate Care Site (ACS) location does not provide day-to-day healthcare services and is not part of the expansion of an existing healthcare facility. The location is *converted* to enable the provision of healthcare services so to support, at a minimum, the inpatient and/or outpatient care required after a declared catastrophic emergency. ACSes are designated under the authority of the local government when existing healthcare facilities are unable to meet demand for services. An ACS may be a Mobile Field Hospital. Local government typically activates an ACS via a public-private partnership (and may be supported by HHS, MMRC, and other medical service providers) when the overall healthcare system has exhausted available resources through a surge and still requires additional capacity or when an incident creates the need for increased acute medical care capacity. These sites are established as a last resort to

assist in depressurizing healthcare facilities when the entire system is experiencing a healthcare surge. In contrast, medical shelters may be activated early in an incident to lessen the impact of an increased need for medical support.

K3 Role and Purpose of Medical Sheltering

The intended purpose of a medical shelter is to address the medical needs of individuals who have been displaced from their residences as a result of an incident and require both temporary housing and medical support. The goal of a medical shelter is to assist these displaced individuals in maintaining the same level of health during an incident as they do ordinarily. People who can generally manage their health at home through routine doctor visits and prescribed medications may experience an exacerbation of symptoms related to their underlying medical issue(s) during an incident (e.g., fluctuating blood pressure or glucose levels in those with hypertension or diabetes who have left their medication behind; worsening respiratory problems in those with asthma due to stress, changing incident-related environmental conditions, or missing medication). Those individuals may require medical attention beyond the basic first aid that is available at the general population shelter. The availability of skilled staff and additional health and medical resources makes continuous medical support possible at medical care shelter facilities, but not at general population shelters.

Figure **K-2** demonstrates the increasing level of skill, care, and complexity observed from general population shelters through medical shelters to hospital-level care facilities. This figure also notes that the lead and supporting entities for each site type differ (as they differ with regard to the associated Emergency Support Functions, as well).

The CDPH's document, "Sheltering Persons with Medical Needs," offers further, detailed foundational knowledge, guidance for establishing and operating a medical shelter, and a medical shelter toolkit. Consult the following for additional relevant information: CDPH's "Medical Shelter Operations Manual," "The California Public Health and Medical Emergency Operations Manual," Emergency Support Function #8: Public Health and Medical Services, Emergency Support Function #6: Mass Care, Emergency Assistance, Housing, and Human Services, and the Marin County EMS Agency Multiple Patient Management Plan.

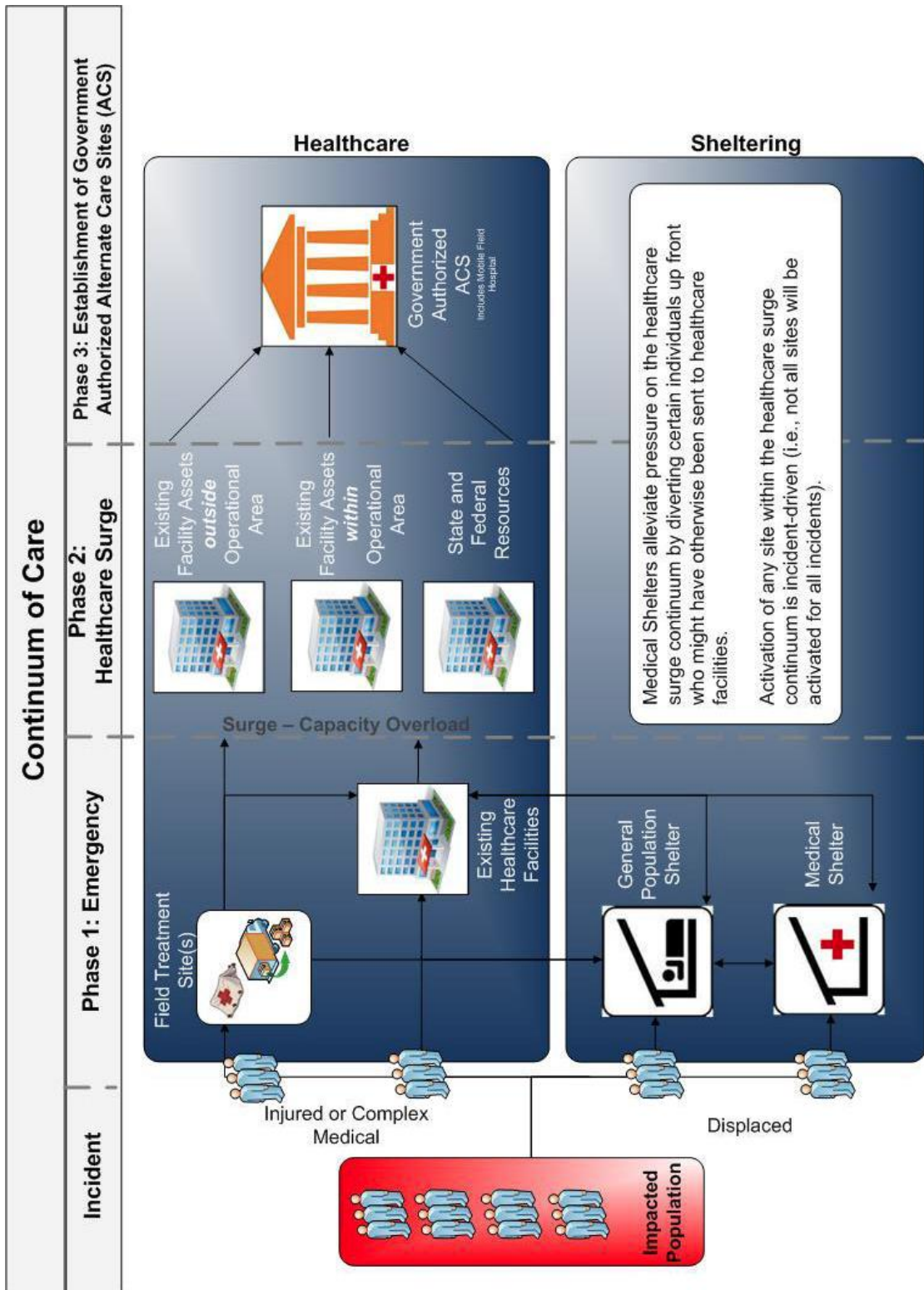
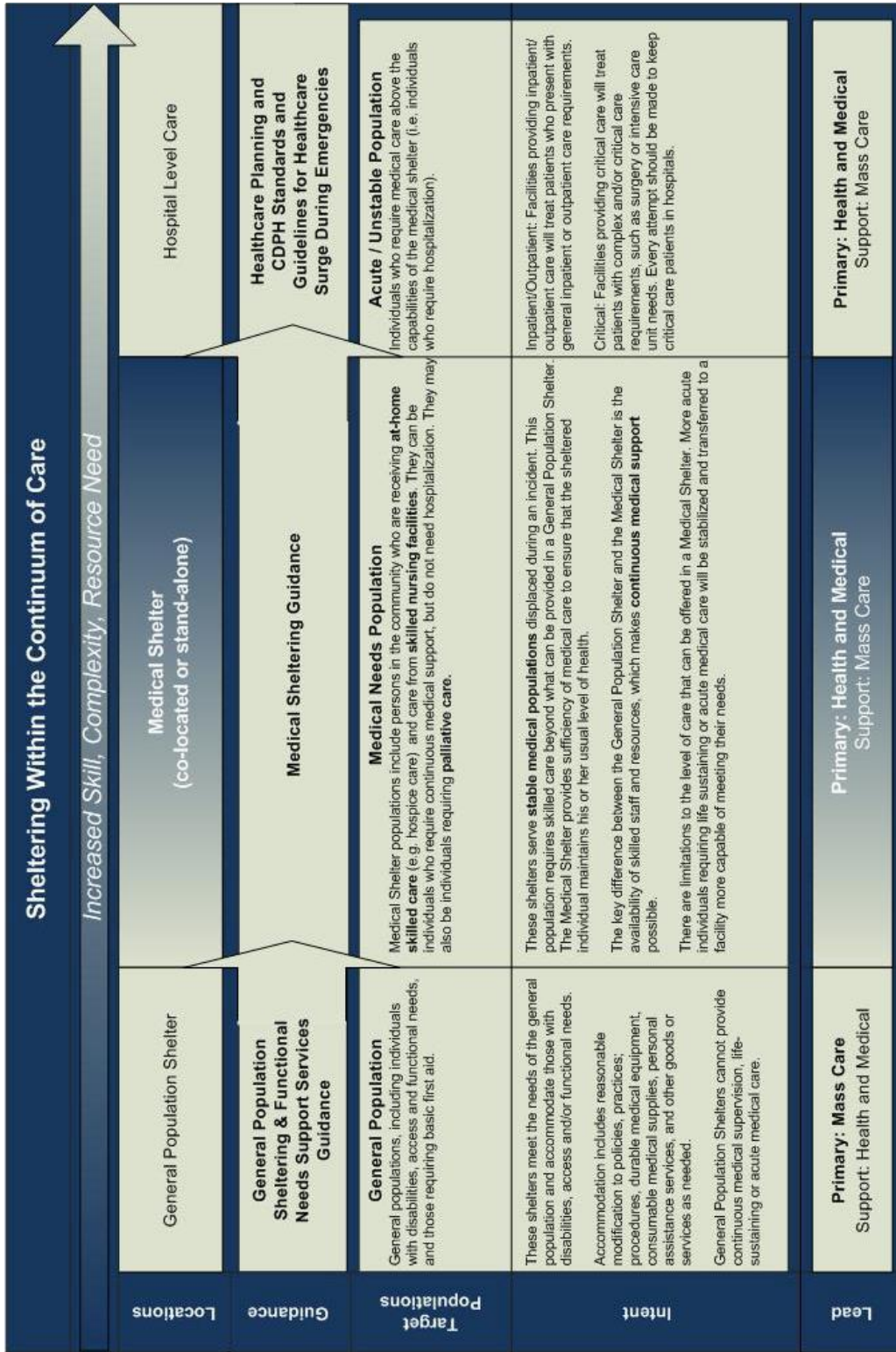


Figure K-1. Continuum of Care.



Clinical Judgment and Flexibility – The structure above is dependent on the clinical judgment of those providing the level of care specified and the right to self determination of the shelter seeking. The system is intended to be flexible and to depict the intent of each location; actual operations may vary depending on the availability of skilled staffing, physical resources, and infrastructure.

Field Treatment Sites (FTS) – FTS are not discussed in this model because they are part of the Healthcare Surge Continuum and are not considered a shelter. The role of an FTS is displayed in the attachment titled *Comprehensive Emergency Healthcare Continuum*.

Figure K-2. Sheltering within the Continuum of Care.

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Appendix L:
Interim Housing Background Information

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Appendix L: Interim Housing Background Information

This appendix provides a brief description of programs that support interim housing and recovery operations, as well as sources of additional information.

Table L-1. Interim housing information.

Program	Description	Additional Information	Source
State-Coordinated Housing Task force (SCHTF)	Performs a lead role, supported by FEMA, addressing all disaster-related housing needs. Brings together representatives of local, tribal, State, and Federal governments, along with NGOs and private-sector organizations, to evaluate housing requirements after the disaster, discuss potential solutions, and develop recommendations.	About the SCHTF	http://www.fema.gov/emergency/disasterhousing/state_task_force.shtm
		SCHTF key activities	http://www.fema.gov/pdf/emergency/disasterhousing/HousingTaskForceKeyActivities.pdf
		SCHTF plan example	Regional Catastrophic Earthquake interim Housing Plan, Appendix G: Example of a State-Coordinated Housing Task Force Housing Plan
National Disaster Housing Strategy	Describes responsibilities for local, State, and Federal government, and provides information on disaster housing programs, including funding sources.	National Disaster Housing Resource Center	http://www.fema.gov/emergency/disasterhousing/index.shtm
		National Disaster Housing Strategy Core Document	http://www.fema.gov/pdf/emergency/disasterhousing/NDHS-core.pdf
		National Disaster Housing Strategy Annexes	http://www.fema.gov/pdf/emergency/disasterhousing/AnnexesAll.pdf
		Interim Housing Resources	http://www.fema.gov/emergency/disasterhousing/interim_housing.shtm
		Permanent Housing Resources	http://www.fema.gov/emergency/disasterhousing/permanent_housing.shtm
Joint Housing Solutions Group (JHSG)	A multiyear FEMA effort to develop a systematic process to evaluate and rate disaster housing options, identify viable alternatives to traditional direct housing, and recommend improvements for disaster housing operations. The JHSG considers multiple factors of interim housing, including production time, code compliance, maintenance cost of the unit, and amenities and aesthetics.	Joint Housing Solutions Group: Joint Housing	http://www.fema.gov/emergency/disasterhousing/interim_housing.shtm
		Joint Housing Solutions Group, About	https://asd.fema.gov/inter/hat/public/aboutJHSG.htm
		National Disaster Housing Strategy, Core Document, Chapter 3	http://www.fema.gov/pdf/emergency/disasterhousing/NDHS-core.pdf
JHSG Housing Assessment Tool (HAT)	Assessment tool used by the JHSG to evaluate alternative housing options based on timeliness, livability, range of use, and cost.	About the HAT, National Disaster Housing Strategy Core Document, Chapter 3	http://www.fema.gov/pdf/emergency/disasterhousing/NDHS-core.pdf
		Joint Housing Solutions Group, About	https://asd.fema.gov/inter/hat/public/aboutJHSG.htm
		Joint Housing Solutions Group HAT Vendor Registration Portal	https://asd.fema.gov/inter/hat/public/login.htm

		HAT Instructions	https://asd.fema.gov/inter/hat/public/instructions.htm
JHSG Mission Scoping Tool	Determines the potential number of applicants that may require temporary housing. Tool compares data from the Census Bureau, Preliminary Damage Assessments (PDAs), shelters, and eligible applicants with available resources.	National Disaster Housing Strategy Annex 4, Description	http://www.fema.gov/pdf/emergency/disasterhousing/AnnexesAll.pdf
Essential Assistance and Transitional Sheltering Assistance	Provides funding for shelters, including non-congregate shelters (hotels, motels, cruise ships). Authorizes Transitional Sheltering Assistance, which provides lodging for victims in hotels/motels for prequalified households with payments made directly to the hotel/motel.	Stafford Act Section 403	http://www.fema.gov/about/stafact.shtm
		National Disaster Housing Strategy, Annex 1	http://www.fema.gov/pdf/emergency/disasterhousing/AnnexesAll.pdf
		Disaster Assistance Policy 9523.15: Eligible Costs Related to Evacuations and Sheltering	http://www.fema.gov/government/grant/pa/9523_15.shtm
Interim Housing – Rental Assistance	Funds are provided to disaster victims to rent a housing unit, or households are directly provided with a housing unit acquired by government lease.	Stafford Act Section 408	http://www.fema.gov/about/stafact.shtm
		National Disaster Housing Strategy, Annex 1	http://www.fema.gov/pdf/emergency/disasterhousing/AnnexesAll.pdf
		Individual Assistance	http://www.fema.gov/media/fact_sheets/individual-assistance.shtm
Interim Housing – Direct Housing	Through the Individual Assistance Program, includes the provision of interim housing units (e.g., travel trailers, mobile homes, manufactured housing), as well as the establishment of interim housing on private, commercial, or community sites.	Stafford Act Section 408	http://www.fema.gov/about/stafact.shtm
		National Disaster Housing Strategy, Annex 1	http://www.fema.gov/pdf/emergency/disasterhousing/AnnexesAll.pdf
		Individual Assistance Program	http://www.fema.gov/media/fact_sheets/individual-assistance.shtm
Repair and Replacement of Housing	Programs that facilitate the repair or replacement of housing, including owner-occupied and rental, single family and multifamily buildings.	All programs, National Disaster Housing Strategy, Annex 1	http://www.fema.gov/pdf/emergency/disasterhousing/AnnexesAll.pdf
		Individual Assistance Program	Stafford Act Section 408: http://www.fema.gov/about/stafact.shtm Individual Assistance Program: http://www.fema.gov/media/fact_sheets/individual-assistance.shtm
		SBA	SBA Disaster Assistance: http://www.sba.gov/services/disasterassistance/ SBA Loans Fact Sheet: http://www.sba.gov/idc/groups/public/documents/sba_homepage/serv_da_disastr_loan_factsht.pdf
		HUD	Community Development Block Grant Disaster Recovery Assistance: http://www.hud.gov/offices/cpd/communitydevelopment/programs/drsi/ HOME Investment Partnership Program: http://www.nls.gov/offices/dpf/affordablehousing/pr

			ograms/home/ HUD Section 203(k) Home Rehabilitation Mortgage: http://www.fhasecure.gov/offices/hsg/sfh/203k/203kmenu.cfm
Other Needs Assistance	Assistance available for necessary expenses and serious needs caused by the disaster. Provided for expenses not covered by insurance, FEMA, and SBA assistance. Includes medical, dental, funeral, personal property, transportation, and storage expenses, among other authorized.	Disaster Assistance for Individuals, Other Needs Assistance	http://www.fema.gov/media/fact_sheets/individual-assistance.shtm
Case Management Services	Promotes self-sufficiency to disaster-affected households by providing access to healthcare, mental health services, emergency aid, and recovery assistance. Services begin with the U.S. Department of Health and Human Services (HHS), Administration for Children and Families, and are transferred to the State or designee of the State, such as a local government or NGO.	News Release on FEMA/HHS Interagency Agreement	http://www.fema.gov/news/newsrelease.fema?id=50037
		HHS Disaster Case Management, Overview	http://www.acf.hhs.gov/ohsepr/dcm/dcm_overview.html
		HHS Disaster Case Management Implementation Guide	http://www.acf.hhs.gov/ohsepr/dcm/dcm.guide.html
FEMA Public Assistance Program	Provides support through FEMA to public-sector applicants (e.g., communities, States) for eligible disaster-related costs. Provides assistance for sheltering, and provides funding to restore communities to pre-disaster condition.	Public Assistance Program	http://www.fema.gov/government/grant/pa/index.shtm
		Public Assistance Program Policy Guidance	http://www.fema.gov/government/grant/pa/policy.shtm
FEMA Individual Assistance Program	Provides support, through FEMA, to individuals and households, including financial assistance and housing assistance.	Individual Assistance Program	http://www.fema.gov/media/fact_sheets/individual-assistance.shtm
		Individual Assistance Program guide	http://www.fema.gov/assistance/process/guide.shtm
Long-Term Community Recovery – Emergency Support Function #14 (ESF #14)	ESF #14 provides coordination of Federal resources to support long-term recovery of States and communities, including technical support. ESF #14 may employ the Long-Term Community Recovery (LTCR) Assessment Tool to analyze the disaster impact on the community, and assist Federal decision-makers in identifying the type of recovery assistance needed.	National Response Framework, ESF #14	http://www.fema.gov/pdf/rebuild/ltrc/nrp_esf14annex.pdf
		ESF #14 Information	http://www.fema.gov/pdf/rebuild/ltrc/index.shtm
		ESF #14 Planning Resources	http://www.fema.gov/rebuild/ltrc/plan_resource.shtm
		Federal Recovery Resources	http://www.fema.gov/pdf/rebuild/ltrc/recoveryprograms229.pdf
Rental Repair Pilot Program	Authorized through the Post-Katrina Emergency Management Reform Act (PKEMRA), funds repairs to multifamily rental properties damaged by the disaster. In exchange, owners rent repaired units to FEMA disaster applicants.	PKEMRA, Section 689i	http://frwebgate.access.gpo.gov/cgi-bin/getdoc.cgi?dbname=109_cong_public_laws&docid=publ295.109.pdf
		National Disaster Housing Strategy, Annex 5	http://www.fema.gov/pdf/emergency/disasterhousing/AnnexesAll.pdf
		Rental Repair Pilot Program, Iowa Recovery	http://www.fema.gov/medialibrary/media_records/569
Alternative Housing	Provided for the acquisition of alternative housing	National Disaster Housing Strategy Core	http://www.fema.gov/pdf/emergency/disasterhousing

Pilot Program (AHPP)	by four states for disaster-displaced households. Options included single-family, multifamily, permanent, and temporary units.	Document, Chapter 3	g/NDHS-core.pdf
		AHPP Grant Announcement	http://www.fema.gov/government/grant/ahpp.shtm
		AHPP Fact Sheet	http://www.fema.gov/pdf/media/factsheets/2009/dad_ahpp_pub.pdf
		FEMA AHPP Home Page	http://www.fema.gov/about/programs/ahpp/index.shtm
		Alabama AHPP	http://www.fema.gov/about/programs/ahpp/alabama.shtm
		Louisiana AHPP	http://www.fema.gov/about/programs/ahpp/louisiana.shtm
		Mississippi AHPP	http://www.fema.gov/about/programs/ahpp/mississippi.shtm
		Texas AHPP	http://www.fema.gov/about/programs/ahpp/texas.shtm
Association of Bay Area Governments (ABAG) Resources	Provides regional community recovery planning information, including housing recovery and local community recovery resources.	Recovery studies	http://quake.abag.ca.gov/recovery/

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Appendix M:
Summary of Relevant State and Federal Plans

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Appendix M: Summary of Relevant State and Federal Plans

The following State and Federal authorities, regulations, requirements, and guidelines apply to the preparation of this document, the Regional Catastrophic Earthquake Mass Care and Sheltering Plan, and to the mass care and sheltering operations that are conducted in the response to a catastrophic earthquake.

M1 Standardized Emergency Management System

The Standardized Emergency Management System (SEMS) is used to manage multi-agency and multi-jurisdictional responses to emergencies in California. SEMS consists of five hierarchical levels: field, local, Operational Area, regional, and State. The system incorporates the principles of the Incident Command System (ICS), the Master Mutual Aid Agreement, existing discipline-specific mutual aid agreements, the Operational Area concept, and multi-agency or interagency coordination and communication. Under SEMS, response activities are managed at the lowest possible organizational level.

M2 National Incident Management System

The National Incident Management System (NIMS) provides a comprehensive approach to emergency management for all hazards. NIMS integrates existing best practices into a consistent nationwide approach to domestic emergency management that is applicable to all jurisdictional levels (public and private) and across functional disciplines. NIMS is based on a balance of flexibility and standardization. The system is flexible and allows government and private entities at all levels to work together to manage domestic emergencies, regardless of their cause, size, location, or complexity. NIMS also provides a set of standardized organizational structures.

ICS is a standardized on-scene emergency management concept designed to provide an integrated organizational structure for single or multiple emergencies and to enable emergency response across jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during emergencies. It is based on proven management tools that contribute to the strength and efficiency of the overall system.

M3 San Francisco Bay Area Regional Emergency Coordination Plan

The San Francisco Bay Area Regional Emergency Coordination Plan (RECP), which was prepared for the California Office of Emergency Services (Cal OES), Coastal Region, comprises a Base Plan and nine subsidiary plans that address specific disciplines and operational activities, such as care and shelter, hazardous waste, fire and rescue, and transportation. The RECP provides a framework for collaboration among responsible entities and coordination during emergencies in the Bay Area. The RECP also defines procedures for regional coordination, collaboration, and resource sharing among emergency response agencies in the Bay Area.

The RECP provides critical linkages to ensure that existing Bay Area emergency response systems work together effectively during the response to an incident. In addition, the RECP complies with the requirements of NIMS and is consistent with the National Preparedness Goal.

M4 Emergency Management Assistance Compact

The emergency Management Assistance Compact (EMAC) is a congressionally ratified organization that provides form and structure to interstate mutual aid. It was established in 1996 and is administered by the National Emergency Management Association.

Through EMAC, a disaster-affected State can request and receive assistance from other member states quickly and efficiently, resolving two key issues up front: liability and reimbursement.

EMAC provides another way for states to receive interstate aid in a disaster. Even when Federal assistance is merited, EMAC assistance may be more readily available or less expensive. EMAC assistance may supplement Federal assistance when the latter is available, or it may replace Federal assistance when the latter is unavailable. Most importantly, EMAC allows for a quick response to disasters using the unique resources and expertise possessed by member states. Since EMAC was approved by Congress in 1996 as Public Law 104-321, 50 states, Puerto Rico, the U.S. Virgin Islands, Guam, and the District of Columbia have ratified the Compact.

M5 National Response Framework

The National Response Framework (NRF) is a guide to national all-hazards incident response. The framework, which is coordinated by the U.S. Department of Homeland Security, is built on flexible, scalable, and adaptable coordinating structures to align key roles and responsibilities across the nation. It is intended to capture specific authorities and best practices for managing incidents ranging from the serious by strictly local to large-scale terrorist attacks and catastrophic natural disasters. It features an approach that:

- Integrates a wide range of emergency management disciplines
- Describes the roles and responsibilities of Federal agencies in emergency response and the organization of those agencies into Emergency Support Functions (ESFs)
- Provides the structure and mechanisms for nation-level policy and operational direction
- Provides the framework for Federal interaction with state, local, and tribal governments, the private sector, and non-governmental organizations.

The NRF also describes the Federal response to a catastrophic incident. The Federal government defines a catastrophic incident as “any natural or manmade incident, including terrorism, which results in levels of mass casualties, damage, or disruption severely affecting the population, infrastructure, environment, economy, national morale, and/or government functions.”

The NRF states that the Federal government may take protective measures to mobilize and deploy assets in anticipation of a request from a state before, and during, catastrophic incidents, especially for those that occur without notice. Federal protocols for responding to such incidents are further outlined in the Catastrophic Incident annex to the NRF and the Catastrophic Incident Supplement, which establishes a coordinated strategy for accelerating the delivery of the applications of Federal, and federally accessible, resources and capabilities. The Catastrophic Incident Supplement establishes an execution schedule and implementation strategy for delivery of key resources for a range of natural and human-caused catastrophic incidents.

M6 California Catastrophic Incident Base Plan: Concept of Operations

The California Catastrophic Incident Base Plan: Concept of Operations established the Concept of Operations (CONOP) for the joint Federal and State response to and recovery from a catastrophic incident in the State of California. It was prepared through a collaborative effort between the Federal Emergency Management Agency (FEMA) and the State of California. The CONOP defines the Federal/State operations and organizations that support the affected local governments and other entities in the incident area.

Although it is applicable to a wide range of incidents, the CONOP does not provide details specific to a particular location or incident type; therefore, other plans have been developed as incident-, hazard-, and function-specific annexes, some of which have been developed for particular locations.

M7 San Francisco Bay Area Earthquake Readiness Response: Concept of Operations Plan

The San Francisco Bay Area Earthquake Readiness Response: Concept of Operations Plan (CONPLAN) describes the joint State and Federal response to a catastrophic earthquake in the Bay Area. The CONPLAN was prepared in accordance with the U.S. Department of Homeland Security (DHS) National Planning and Execution System through a collaborative effort by FEMA and Cal OES. The CONPLAN is a component of the CONOP for the joint State and Federal response to a catastrophic incident in California.

M8 Bay Area Urban Area Security Initiative Guide for Shelter Operations after a Disaster

This 2008 document, prepared by the Bay Area Urban area Security Initiative (UASI) Program, contains detailed guidance for opening, running, and closing a shelter after a disaster.

M9 California Department of Social Services Mass Care and Shelter Plan

The California Department of Social Services (CDSS) Mass Care and Shelter Plan describes the organization and standard operating procedures for meeting mass care and shelter needs in California. The CDSS Plan identifies the public and private organizations responsible for providing mass care, shelter, registration, and inquiry services, and medical and public health services. In conjunction with the State Emergency Plan, the CDSS Mass Care and Shelter Plan describes the CDSS planned response to extraordinary emergency situations associated with natural disasters, technological incidents, events of

national significance, and national security emergencies. The CDSS Mass Care and Shelter Plan does not address normal day-to-day emergencies or the well-established and routine procedures used in coping with such emergencies. Instead, the operational focus is on potential large-scale disasters, which can generate unique situations requiring unusual emergency responses.

M10 People with Disabilities and Elderly Shelter Annex to the CDSS Mass Care and Shelter Plan

The People with Disabilities and the Elderly (now referred to as “people with access and functional needs”) Shelter Annex to the CDSS Mass Care and Shelter Plan provides a structure and procedures for activating and running CDSS’s Disaster Operation Center when sheltering people with access and functional needs. The catastrophic scope and impact of recent incidents like Hurricane Katrina have emphasized the complexity of providing mass care and shelter for these segments of the population. This annex provides guidance to accomplish those tasks.

M11 Robert T. Stafford Disaster Relief and Emergency Assistance Act

The Robert T. Stafford Disaster Relief and Emergency Assistance Act of 1988 (42 U.S.C. §§ 5121-5206 [2008]) gives the President broad powers to supplement the efforts and available resources needed to support disaster response activities; coordinate the supply, distribution, and delivery of resources so that they arrive where and when they are most needed; and maintain accountability for the resources used.

M12 FEMA Comprehensive Preparedness Guide 301: Special Needs Planning

Comprehensive Preparedness Guide (CPG) 301 is a tool for State, territorial, tribal, and local emergency managers to use in the development of emergency operations plans that are inclusive of the whole population of a jurisdiction of any size. It provides recommendations for planning for people with access and functional needs. CPG-301 was developed jointly by FEMA and the U.S. Department of Homeland Security’s Office for Civil Rights and Civil Liberties, benefitting from extensive stakeholder involvement.

M13 Chapter 7 of the ADA Best Practices Tool Kit for State and Local Governments

The ADA (Americans with Disabilities Act) Best Practices Tool Kit for State and Local Governments is a technical assistance document intended to guide government officials in identifying and addressing problems that prevent people with disabilities from gaining equal access to State and local government programs, services, and activities. It contains instructions on conducting accessibility surveys and removing architectural barriers to access. Chapter 7, Emergency Management under Title II of the ADA, focuses on applying this guidance to emergency management and disaster situations. This chapter includes an ADA Checklist for Emergency Shelters that is highly relevant to this Plan.

M14 FEMA Public Assistance Program

Authorized by the Stafford Act, the Public Assistance Program provides funding to local, State, and tribal governments to assist them with extraordinary costs of disaster response and recovery.

M15 FEMA Individual Assistance Program

Authorized by the Stafford Act, the Individual Assistance Program provides funding to individuals and households affected by disaster, including financial assistance for rent and/or to repair a damaged dwelling, and direct assistance in the form of a temporary housing unit.