



# **Regional Catastrophic Preparedness Grant Program (RCPGP) Tabletop Exercise Series**

## **After-Action Report/ Improvement Plan**

**January 31, 2014**

Prepared for:  
California Governor's Office of Emergency Services



**Cal OES**  
GOVERNOR'S OFFICE  
OF EMERGENCY SERVICES

Cities of Oakland, San Francisco, and San Jose  
Counties of Alameda, Contra Costa, Marin, Monterey,  
Napa, San Benito, San Mateo, Santa Clara, Santa Cruz,  
Solano, and Sonoma



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January 31, 2014

Prepared for:



Bay Area Urban Area  
Security Initiative

With support from:



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# Regional Catastrophic Preparedness Grant Program (RCPGP) Tabletop Exercise Series

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## After-Action Report/Improvement Plan

January 31, 2014

The After-Action Report/Improvement Plan (AAR/IP) aligns exercise objectives with preparedness doctrine to include the National Preparedness Goal and related frameworks and guidance. Exercise information required for preparedness reporting and trend analysis is included; users are encouraged to add additional sections as needed to support their own organizational needs.

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## EXECUTIVE SUMMARY

The Regional Catastrophic Preparedness Grant Program (RCPGP) Tabletop Exercise (TTX) Series was developed to provide a forum to discuss the status of the RCPGP Regional Catastrophic Earthquake plans, identify strengths and areas of improvement within the plans and discuss next steps. The overarching goal of the exercise series was to bring together all levels of government and private sector stakeholders to have a positive, no-fault, open discussion on current and future Regional Catastrophic Earthquake planning efforts. The six TTXs were conducted in Dublin, California at the Alameda County Office of Emergency Services (OES) between July 9, 2013 and August 21, 2013.

Based on the exercise planning team's deliberations, the following overarching objectives were developed for the RCPGP TTX Series:

1. Review the major components of the Plan to vet and align local, region, Bay Area, State and Federal government roles and responsibilities, notification and activation procedures.
2. Discuss critical elements identified during Golden Guardian 2013.
3. Identify gaps and develop recommendations for adoption of the RCPGP plans as Annexes to the San Francisco Bay Area Regional Emergency Coordination Plan (RECP) and Operational and Core City Emergency Operations Plans (EOPs).

The purpose of this report is to analyze exercise results, identify strengths to be maintained and built upon, identify potential areas for further improvement, and support development of corrective actions.

The major strengths identified during the TTX Series are as follows:

- The plans have been reviewed and validated in recent years through vetting sessions and workshops which were attended by many of the TTX participants. These TTX participants provide a unique and important perspective on plan content and operations in the private sector and at all levels of government.
- Participants noted that the regional plans, as currently developed, are aligned with local government, Operational Area, State and Federal roles and responsibilities and follow Standardized Emergency Management System (SEMS) regulations and guidelines. Despite the areas that need updating, the regional plans are in a position to be approved and adopted by the California Governor's Office of Emergency Services (Cal OES).
- The TTXs provided a forum to identify necessary updates and new information that should be considered for inclusion in future iterations of the RCPGP Regional Catastrophic Earthquake plans.
- Each TTX began with an educational session titled, "Comprehensive Plan Review" that provided an overview of the applicable Federal, State, regional, Operational Area and Core City planning efforts. These educational sessions were generally met with positive feedback – and participants requested additional information about the plan relationships to be included in this After-Action Report (AAR).

Throughout the TTX Series, several opportunities for improvement were identified. The primary areas for improvement are as follows:

- The level of knowledge and understanding of the RCPGP Regional Catastrophic Earthquake plans, RECP Base Plan and supporting plans was remarkably diverse.
  - **Corrective Action:** Continue to train on the plan integration and coordination aspect, including adding additional information in this AAR, distributing of the RCPGP Plan Analysis Report and evaluating plans in upcoming exercise opportunities.
- The current unapproved status of the RCPGP Regional Catastrophic Earthquake Plans by Cal OES puts the local governments and Operational Areas in a difficult planning posture without the ability to clearly move forward utilizing these important tools.
  - **Corrective Action:** Cal OES Coastal Region will accept the Regional Catastrophic Earthquake plans as working drafts and work with the Bay Area Urban Areas Security Initiative (UASI) jurisdictions and the Cal OES Preparedness Branch to complete a plan review and revision process using identified RCPGP plan AAR gaps with the ultimate goal of plan approval and adoption by mid-late 2015.
- The TTXs identified opportunities for plan updates, including the use of the term “people with disabilities and others with access and functional needs”, referencing the California Department of Public Health (CDPH) Emergency Operations Manual (EOM) and the RCPGP Logistics and Restoration of Critical Lifelines Plan operations when completed.
  - **Corrective Action:** Cal OES Coastal Region will accept the Regional Catastrophic Earthquake plans as working drafts and work with the Bay Area UASI jurisdictions and the Cal OES Planning and Preparedness Branch to complete a plan review and revision process using identified RCPGP plan AAR gaps, including items related to people with disabilities and those with access and functional needs, the CDPH EOM and the RCPGP Logistics and Restoration of Critical Lifelines plans with the ultimate goal of plan approval and adoption by mid-late 2015.

## EXERCISE OVERVIEW

<b>Exercise Name</b>	Regional Catastrophic Preparedness Grant Program (RCPGP) Tabletop Exercise (TTX) Series
<b>Exercise Dates</b>	<p>Debris Removal TTX – July 9, 2013</p> <p>Mass Care and Sheltering TTX – July 23, 2013</p> <p>Volunteer Management TTX – August 1, 2013</p> <p>Interim Housing TTX – August 6, 2013</p> <p>Donations Management TTX – August 13, 2013</p> <p>Mass Transportation/Evacuation TTX – August 21, 2013</p>
<b>Scope</b>	<p>The RCPGP TTX Series included six discussion-based exercises. Each exercise was six-hours in duration and included an overview of the associated plans followed by a group or facilitated discussion session. The exercises took place in Dublin, California at the Alameda County Office of Emergency Services (OES). The RCPGP TTX Series followed the Homeland Security Exercise and Evaluation Program methodology and documentation.</p>
<b>Mission Area(s)</b>	<ul style="list-style-type: none"> <li>▪ Response</li> <li>▪ Recovery</li> </ul>
<b>Core Capabilities</b>	<ul style="list-style-type: none"> <li>▪ Critical Transportation</li> <li>▪ Housing</li> <li>▪ Intelligence and Information Sharing</li> <li>▪ Mass Care Services</li> <li>▪ Operational Coordination</li> <li>▪ Planning</li> <li>▪ Public and Private Services and Resources</li> <li>▪ Situational Assessment</li> </ul>
<b>Objectives</b>	<p><b>Overarching Exercise Objectives:</b></p> <ol style="list-style-type: none"> <li>1. Review the major components of the Plan to vet and align local government, Bay Area region, State and Federal roles and responsibilities, notification and activation procedures.</li> <li>2. Discuss critical elements identified during Golden Guardian 2013.</li> <li>3. Identify gaps and develop recommendations for adoption of the RCPGP plans as Annexes to the Coastal Region Regional Emergency Coordination Plan (RECP) and Operational and Core City Emergency Operations Plans (EOPs).</li> </ol>

Objectives

**Debris Removal TTX Objectives:**

1. Develop a better understanding of the relationships between debris removal/management plans at the local, regional, State and Federal levels.
2. Review key aspects of the *Regional Catastrophic Earthquake Debris Removal Plan*, discuss issues, and make specific recommendations.
3. Examine the Debris Task Force identified in the *Regional Catastrophic Earthquake Debris Removal Plan*, discuss issues, and make specific recommendations.
4. Discuss debris clearance priorities defined in the *Regional Catastrophic Earthquake Debris Removal Plan*, identify gaps, and make specific recommendations.
5. Evaluate staging and disposal operations defined in the *Regional Catastrophic Earthquake Debris Removal Plan*, discuss issues, and make specific recommendations.

**Mass Care and Sheltering TTX Objectives:**

1. Review the roles and responsibilities of critical agencies and organizations identified in the *Regional Catastrophic Earthquake Mass Care and Sheltering Plan*.
2. Identify the sources of information necessary to build and maintain situational awareness across vertical and horizontal response levels during the first 72 hours after the event.
3. Review the effectiveness of information sharing between entities at various levels of government.

**Volunteer Management TTX Objectives:**

1. Review the roles and responsibilities of critical agencies and organizations identified in the *Regional Volunteer Management Plan*.
2. Review and assess the communication and coordination capabilities for volunteer management at all levels of government.
3. Review the effectiveness of information sharing between entities at various levels of government.

**Interim Housing TTX Objectives:**

1. Review the roles and responsibilities of critical agencies and organizations identified in the *Regional Catastrophic Earthquake Interim Housing Plan*.
2. Describe how interim housing activities are coordinated from initial activation to one year, as response shifts from meeting immediate needs to supporting long-term recovery.

<p><b>Objectives</b></p>	<p><b>Donations Management TTX Objectives:</b></p> <ol style="list-style-type: none"> <li>1. Review the roles and responsibilities of critical agencies and organizations identified in the <i>Regional Catastrophic Earthquake Donations Management Plan</i>.</li> <li>2. Review and assess the communication and coordination capabilities for donations management at all levels of government and non-governmental organizations (NGOs) involved in donations management.</li> </ol> <p><b>Mass Transportation/Evacuation TTX Objectives:</b></p> <ol style="list-style-type: none"> <li>1. Review the roles and responsibilities of critical agencies and organizations identified in the <i>Regional Catastrophic Earthquake Mass Transportation/Evacuation Plan</i>.</li> <li>2. Review and assess the communication and coordination capabilities for mass transportation and evacuation at all levels of government.</li> <li>3. Review the effectiveness of information sharing among entities at various levels of government.</li> </ol>
<p><b>Threat or Hazard</b></p>	<p>Natural Disaster (Earthquake)</p>
<p><b>Scenario</b></p>	<p>The exercise series utilized the planning scenario and assumptions located in each of the specific RCPGP plans. The scenario is based on a moment magnitude (M) 7.9 earthquake on the northern segment of the San Andreas fault. The earthquake’s impacts include 300,000 people seeking shelter; 500,000 households without electricity; 1.8 million households without potable water; 7,000 fatalities; 50 million tons of debris; and over one million people requiring transportation assistance because of hazardous conditions or dislocation.</p>
<p><b>Sponsor</b></p>	<p>The Bay Area Urban Areas Security Initiative (UASI) has allocated Federal RCPGP funds to develop plans in the following functional areas: Debris Removal, Donations Management, Interim Housing, Mass Care and Sheltering, Mass Fatality, Mass Transportation/Evacuation, and Volunteer Management. For each functional area, a Regional Plan has been developed, as well as local plans for the RCPGP 12 counties and two cities (jurisdictions include Alameda, Contra Costa, Marin, Monterey, Napa, San Benito, San Francisco, San Mateo, Santa Clara, Santa Cruz, Solano, and Sonoma counties and the cities of Oakland and San Jose).</p>

**Participating  
Organizations**

The target audience for the TTX Series included Federal Emergency Management Agency (FEMA) Region IX, California Governor’s Office of Emergency Services (Cal OES) Coastal Region, Bay Area UASI Operational Areas, Core Cities and our non-governmental partners. A full list of participating agencies can be found in Appendix B.

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## ANALYSIS OF CORE CAPABILITIES

Aligning exercise objectives and core capabilities provides a consistent taxonomy for evaluation that transcends individual exercises to support preparedness reporting and trend analysis. Table 1 includes the exercise objectives, aligned core capabilities, and performance ratings for each core capability as observed during the exercise and determined by the evaluation team.

**Table 1. Summary of Core Capability Performance**

Objective	Core Capability	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
<b>Overarching Exercise Objectives</b>					
Review the major components of the Plan to vet and align local government, Bay Area region, State and Federal roles and responsibilities, notification and activation procedures.	• Planning		X		
Discuss critical elements identified during Golden Guardian 2013.	• N/A		X		
Identify gaps and develop recommendations for adoption of the RCPGP plans as Annexes to the Coastal Region RECP and Local Government Emergency Operations Plans (EOPs).	• Planning		X		
<b>Debris Removal TTX Objectives</b>					
Develop a better understanding of the relationships between debris removal/management plans at the local, regional, State and Federal levels.	• Planning		X		
Review key aspects of the <i>Regional Catastrophic Earthquake Debris Removal Plan</i> , discuss issues, and make specific recommendations.	• Planning		X		

**Table 1. Summary of Core Capability Performance**

Objective	Core Capability	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
Examine the Debris Task Force identified in the <i>Regional Catastrophic Earthquake Debris Removal Plan</i> , discuss issues, and make specific recommendations.	<ul style="list-style-type: none"> <li>• Planning</li> <li>• Operational Coordination</li> </ul>			X	
Discuss debris clearance priorities defined in the <i>Regional Catastrophic Earthquake Debris Removal Plan</i> , identify gaps, and make specific recommendations.	<ul style="list-style-type: none"> <li>• Planning</li> <li>• Operational Coordination</li> </ul>		X		
Evaluate staging and disposal operations defined in the <i>Regional Catastrophic Earthquake Debris Removal Plan</i> , discuss issues, and make specific recommendations.	<ul style="list-style-type: none"> <li>• Planning</li> <li>• Operational Coordination</li> </ul>		X		
<b>Mass Care and Sheltering TTX Objectives</b>					
Review the roles and responsibilities of critical agencies and organizations identified in the <i>Regional Catastrophic Earthquake Mass Care and Sheltering Plan</i> .	<ul style="list-style-type: none"> <li>• Mass Care Services</li> </ul>		X		
Identify the sources of information necessary to build and maintain situational awareness across vertical and horizontal response levels during the first 72 hours after the event.	<ul style="list-style-type: none"> <li>• Situational Assessment</li> </ul>		X		
Review the effectiveness of information-sharing between entities at various levels of government.	<ul style="list-style-type: none"> <li>• Intelligence and Information Sharing</li> </ul>		X		



**Table 1. Summary of Core Capability Performance**

Objective	Core Capability	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
<b>Volunteer Management TTX Objectives</b>					
Review the roles and responsibilities of critical agencies and organizations identified in the <i>Regional Volunteer Management Plan</i> .	<ul style="list-style-type: none"> <li>Public and Private Services and Resources</li> </ul>		X		
Review and assess the communication and coordination capabilities for volunteer management at all levels of government.	<ul style="list-style-type: none"> <li>Operational Coordination</li> </ul>		X		
Review the effectiveness of information sharing between entities at various levels of government.	<ul style="list-style-type: none"> <li>Intelligence and Information Sharing</li> </ul>		X		
<b>Interim Housing TTX Objectives</b>					
Review the roles and responsibilities of critical agencies and organizations identified in the <i>Regional Catastrophic Earthquake Interim Housing Plan</i> .	<ul style="list-style-type: none"> <li>Housing</li> </ul>		X		
Describe how interim housing activities are coordinated from initial activation to one year, as response shifts from meeting immediate needs to supporting long-term recovery.	<ul style="list-style-type: none"> <li>Operational Coordination</li> </ul>			X	
<b>Donations Management TTX Objectives</b>					
Review the roles and responsibilities of critical agencies and organizations identified in the <i>Regional Catastrophic Earthquake Donations Management Plan</i> .	<ul style="list-style-type: none"> <li>Public and Private Services and Resources</li> </ul>		X		
Review and assess the communication and coordination capabilities for donations management at all levels of government and (NGOs involved in donations management.	<ul style="list-style-type: none"> <li>Operational Coordination</li> </ul>		X		

**Table 1. Summary of Core Capability Performance**

Objective	Core Capability	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
<b>Mass Transportation/Evacuation TTX Objectives</b>					
Review the roles and responsibilities of critical agencies and organizations identified in the <i>Regional Catastrophic Earthquake Mass Transportation/Evacuation Plan</i> .	• Critical Transportation		X		
Review and assess the communication and coordination capabilities for mass transportation/evacuation at all levels of government.	• Operational Coordination		X		
Review the effectiveness of information sharing among entities at various levels of government.	• Intelligence and Information Sharing		X		

**Ratings Definitions:**

- Performed without Challenges (P): The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws.
- Performed with Some Challenges (S): The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws. However, opportunities to enhance effectiveness and/or efficiency were identified.
- Performed with Major Challenges (M): The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s), but some or all of the following were observed: demonstrated performance had a negative impact on the performance of other activities; contributed to additional health and/or safety risks for the public or for emergency workers; and/or was not conducted in accordance with applicable plans, policies, procedures, regulations, and laws.
- Unable to be Performed (U): The targets and critical tasks associated with the core capability were not performed in a manner that achieved the objective(s).

## STRENGTHS AND AREAS FOR IMPROVEMENT

The strengths and areas for improvement for each core capability are described in this section. They are broken down by overarching comments; those areas that can apply to all of the Regional Catastrophic Earthquake Plans; and followed by plan-specific comments.

### CORE CAPABILITY: CRITICAL TRANSPORTATION

**Definition:** Provide transportation (including infrastructure access and accessible transportation services) for response priority objectives, including the evacuation of people and animals, and the delivery of vital response personnel, equipment, and services into the affected areas.

#### Overarching Strengths

N/A

#### Plan Specific Strengths

**Strength 1:** The Regional Catastrophic Earthquake Logistics Response Plan covers many areas that are not addressed in the Regional Catastrophic Earthquake Mass Transportation/Evacuation Plan including fuel allocation.

**Strength 2:** The availability of the 511 system is a positive allowing public and transit agencies to gather information about current transit capabilities.

**Strength 3:** The Metropolitan Transportation Commission (MTC) is a well-established information collection and sharing entity- providing important situational awareness within the region.

#### Areas for Improvement

**Area for Improvement 1:** The registration of evacuees needs to be further developed in the Regional Catastrophic Earthquake Mass Transportation/Evacuation Plan.

**Reference:** Regional Catastrophic Earthquake Mass Transportation/Evacuation Plan

**Analysis:** At this point, the evacuee registration process is not well documented or understood but participants had some suggestions for continued planning. They discussed the registration of evacuees at the reception or destination location and not during the initial evacuation, which would allow more planning time to establish and implement procedures for evacuee registration upon arrival at these destination points.

**Area for Improvement 2:** There is a significant amount of confusing message overlap between shelter and transportation operations.

**Reference:** Regional Catastrophic Earthquake Mass Transportation/Evacuation Plan

**Analysis:** Communication with individuals in the shelters is important to ensure that they do not leave shelters too early, therefore becoming burdensome to their home communities by requiring services that may not yet be available. There is a great deal of overlap and coordination necessary between the various RCPGP Regional Plans but specifically in relation to the coordination of the Regional Catastrophic Earthquake Mass Care and Sheltering Plan and the Regional Catastrophic Earthquake Mass Transportation/Evacuation

Plan. Further, the re-entry procedures for the displaced population should be included as a transition issue.

## CORE CAPABILITY: HOUSING

**Definition:** Implement housing solutions that effectively support the needs of the whole community and contribute to its sustainability and resilience.

### Overarching Strengths

N/A

### Plan Specific Strengths

**Strength 1:** The Regional Catastrophic Earthquake Interim Housing Plan is an important starting point for the ongoing interim housing planning process in the Bay Area.

### Areas for Improvement

**Area for Improvement 1:** The Regional Catastrophic Earthquake Interim Housing Plan requires some updating to include agencies and organizations not listed in the plan, and important changes in Federal planning guidance.

**Reference:** Regional Catastrophic Earthquake Interim Housing Plan

**Analysis:** There were a number of agencies and organizations not listed or included in planning responsibilities including the California Resiliency Agency, Coastal Commission, California Department of Water Resources, California and Federal Environmental Protection Agency, California Department of Transportation (Caltrans), California Animal Response in Emergency System (CARES) and the American Red Cross (ARC). Additionally, organizations representing or working with people with disabilities and those with access and functional needs should be included with responsibilities and roles identified accordingly. This list does not automatically imply there is a specific role for these groups listed above, but that participants identified them in discussions. On a positive note, there are more potential partners and stakeholders currently than when the plan was written, so updated information will be required. There have been significant improvements in planning for disaster housing in recent years, with the addition of the National Disaster Housing Strategy and on-line resource center and the National Disaster Recovery Framework with accompanying Recovery Support Functions that should be incorporated into the plan revisions. Some participants also suggested that it is very important to incorporate mitigation into interim housing planning, especially when considering the potential for significant earthquake aftershocks.

**Area for Improvement 2:** It is unclear how the current Regional Catastrophic Earthquake Interim Housing Plan will support people with disabilities and others with access and functional needs within the region.

**Reference:** Regional Catastrophic Earthquake Interim Housing Plan

**Analysis:** The Regional Catastrophic Earthquake Interim Housing Plan does not address the significant number of at-risk populations, and how best to support housing needs for these groups in a catastrophic event. Participants discussed that local government and NGO

representatives are the best resource and knowledge base, since they know their populations and what challenges might arise regarding interim housing needs.

## **CORE CAPABILITY: INTELLIGENCE AND INFORMATION SHARING**

**Definition:** Provide timely, accurate, and actionable information resulting from the planning, direction, collection, exploitation, processing, analysis, production, dissemination, evaluation, and feedback of available information concerning threats to the United States, its people, property, or interests; the development, proliferation, or use of Weapons of Mass Destruction (WMDs); or any other matter bearing on U.S. national or homeland security by local, State, Federal and other stakeholders. Information sharing is the ability to exchange intelligence, information, data, or knowledge among local, State, Federal or private sector entities, as appropriate.

### **Overarching Strengths**

**Strength 1:** Coordination through the regional function is especially critical for public information to have consistent messaging to the public across county lines. Utilization of the Joint Information Center (JIC) and integration of 2-1-1 information and referral services as reflected in several of the plans will help tremendously with effective messaging at local, Operational Area, regional, State and Federal levels.

**Strength 2:** The use of WebEOC® will significantly help information sharing and coordination in an emergency between State, regional and Operational Area representatives. Information will be available to all jurisdictions at the same time – a key milestone in decision making, situational awareness and acquiring a common operating picture.

### **Plan Specific Strengths**

**Strength 3:** The Regional Coordination Group (RCG) calls will address sheltering needs and operations as part of the information-sharing process.

**Strength 4:** The use of web-based incident management systems (e.g., WebEOC® in the case of many Bay Area Operational Areas and some local governments), will greatly help the coordination and communication specifically in relationship to sheltering functions.

**Strength 5:** The use and availability of Functional Assessment Service Teams (FAST) will facilitate the sharing of information among all levels of government, private resources and NGOs. FAST, which is administered by the California Department of Social Services, work with shelter providers and other emergency responders to assist in identifying and meeting essential functional needs so that people with disabilities and others with access and functional needs can maintain their, health, safety and independence during disasters.

**Strength 6:** Participants noted that the exercise itself provided a great forum for networking and information sharing. Some requested additional exercises including a multi-jurisdictional Emergency Volunteer Centers (EVC) operations-based exercise, possibly a functional exercise, as a next step after the approval of the Regional Volunteer Management Plan.

## Areas for Improvement

**Area for Improvement 1:** The use of amateur radio (HAM, Radio Amateur Civil Emergency Service [RACES]) is not well-defined in the Regional Catastrophic Earthquake Mass Care and Sheltering Plan, although local governments and Operational Areas use these resources throughout the region.

**Reference:** Regional Catastrophic Earthquake Mass Care and Sheltering Plan

**Analysis:** Exercise participants discussed shelter operations using backup communication methods if available. The use of amateur radio was noted as a best practice to support the flow of information from the shelter to Operational Areas in the event first-line communications may be inoperable or even as a backup with normal operations intact. This is often done in the hospital setting during an emergency and has proven to be valuable for coordinating other types of information as well.

**Area for Improvement 2:** Participants were unclear about recent changes to 2-1-1 staffing and procedures.

**Reference:** Regional Volunteer Management Plan

**Analysis:** 2-1-1 California provides a statewide network of local information and referral providers and is a collaboration between the United Ways of California and the California Alliance of Information and Referral Services. The 2-1-1 system plays a crucial role in providing information and support to survivors during disasters, particularly for evacuation and shelter operations. Participants noted that they do not know who is currently in a leadership role for the State's 2-1-1 system after recent changes, and it is now unclear as to where a 2-1-1 representative will be located during a catastrophic event.

**Area for Improvement 3:** Public information and messaging is a key area in all the Regional Catastrophic Earthquake Plans and needs to be further developed.

**Reference:** Regional Catastrophic Earthquake Plans

**Analysis:** Public information is a critical element of these plans and preemptive public messaging will greatly assist Operational Areas and local governments. The regional function will provide a coordination point between the Operational Areas and the State, ensuring messaging continuity. The templates provided in the Regional Catastrophic Earthquake Donations Management Plan are useful and should be considered a best practice for the other Regional Catastrophic Earthquake Plans. Exercise participants noted that the plans need to emphasize pre-incident communication with key players, and also suggested possibly utilizing the RCG to assist in establishing a common regional message. The use of social media to support plan functions should also be further developed in the other Regional Catastrophic Earthquake Plans.

## **CORE CAPABILITY: MASS CARE SERVICES**

**Definition:** Provide life-sustaining services to the affected population with a focus on hydration, feeding, and sheltering to those who have the most need, as well as support for reunifying families.

### Overarching Strengths

N/A

### Plan Specific Strengths

**Strength 1:** The California Emergency Function 6 Mass Care and Shelter (EF-6) provides coordination and planning assistance to address the management and coordination of the State's Mass Care and Shelter function. EF-6 was completed recently by the California Department of Social Services and should be incorporated into the Regional Catastrophic Earthquake Mass Care and Sheltering Plan.

**Strength 2:** The Bay Area UASI developed a Guide for Shelter Operations (2008) which should be considered an additional planning resource, specifically addressing companion animal considerations.

### Areas for Improvement

**Area for Improvement 1:** The Regional Catastrophic Earthquake Mass Care and Sheltering Plan currently does not include references to the Emergency Operations Manual (EOM) developed by the California Department of Public Health (CDPH), or the Guidance for Sheltering People with Medical Needs (2011), its toolkit and the Medical Shelter Plan.

**Reference:** Regional Catastrophic Earthquake Mass Care and Sheltering Plan, CDPH Emergency Operations Manual, the Guidance for Sheltering People with Medical Needs, and the Toolkit for Sheltering People with Medical Needs

**Analysis:** The Regional Catastrophic Earthquake Plans were developed primarily from 2008 to 2010 and did not include the information contained in the above-referenced CDPH documents that were issued in 2011. Any future update of the Regional Catastrophic Earthquake Mass Care and Sheltering Plan should incorporate information from these new plans and areas of coordination between the plans should be highlighted.

**Area for Improvement 2:** The Regional Catastrophic Earthquake Mass Care and Sheltering Plan does not adequately address companion animals in shelter planning.

**Reference:** Regional Catastrophic Earthquake Mass Care and Sheltering Plan

**Analysis:** Currently, the plan includes shelter planning for service animals, but does not include any planning guidance for companion animals. This is a topic that should be included in future iterations of the plan.

## **CORE CAPABILITY: OPERATIONAL COORDINATION**

**Definition:** Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.

### Overarching Strengths

**Strength 1:** The RCG, as established in the RECP, provides an effective communication and coordination mechanism for region-level communication, priority setting, and decision-making.

### Plan Specific Strengths

**Strength 2:** The Debris Task Force can support the strategy and decision-making function of the RCG in regards to debris management issues.

**Strength 3:** Since plan development, there are many new players coming into the field to staff EVCs and enhance capacity to run EVCs. Community Emergency Response Team (CERT) volunteers and the CaliforniaVolunteers Disaster Corps program are being used by many jurisdictions to augment EVC staffing.

**Strength 4:** Volunteer coordination in EOCs has progressed and is becoming more recognized as more incident activations occur and volunteer management functions are integrated into exercises such as Golden Guardian 2013. There is still a need for a better understanding of this function within other sectors of emergency operations centers at all Standardized Emergency Management System (SEMS) levels.

**Strength 5:** In current plans, the Joint Field Office (JFO) will create a Joint Housing Task Force to support the survivor housing needs of affected jurisdictions. It is important that this task force have strong local representation to assist with decision-making regarding interim housing issues.

### **Areas for Improvement**

**Area for Improvement 1:** Some of the current Regional Catastrophic Earthquake Plans do not accurately describe how region-level coordination functions will be executed in response to a catastrophic earthquake incident.

**Reference:** Regional Catastrophic Earthquake Plans

**Analysis:** Other catastrophic planning documents such as the San Francisco Bay Area Readiness Response: Concept of Operations Plan (CONPLAN) and the California Catastrophic Incident Base Plan: Concept of Operations (CONOP) assumes that joint Federal/State operations will be conducted at a JFO under the leadership of the Unified Coordination Group (UCG). FEMA plans anticipate the establishment of a JFO within 72-96 hours from the occurrence of a catastrophic incident and the CONOP specifies that response strategy will be implemented using a combined geographic and functional organization to support decision-making and resource integration at the lowest operational level. To accomplish this strategy, an affected area will be subdivided into divisions or branches, subject to the requirements of the incident. Although the Regional Catastrophic Earthquake Plans mention that the REOC may not be functional under the planning scenario, the plans, for the most part, describe coordination activities occurring at the REOC. As one participant noted, most of the plans cite the REOC several hundred times, which would appear to conflict with Federal and State doctrine as established in the CONPLAN and the CONOP, which assume that regional coordination activities will be conducted at the JFO. The plan should more accurately describe the role of the JFO pertaining to regional coordination activities and, more specifically, the relationship of the RCG to the UCG.

**Area for Improvement 2:** The Debris Task Force as currently described does not identify the most effective methods to collect information and data from regional representatives.

**Reference:** Regional Catastrophic Earthquake Debris Removal Plan, WebEOC Standard Operating Procedures (SOPs)

**Analysis:** Bay Area jurisdictions are implementing a new Emergency Operations Center (EOC) management software system based on WebEOC®, which will significantly affect how information is shared and decision-making is coordinated throughout the Region. WebEOC® and other web-based management systems have the ability to support the data collection and information-gathering process on which the Debris Task Force and the RCG



will rely. Exercise participants suggested posting data collecting tools or templates on the Cal EOC system, which will make certain WebEOC® is considered a support structure for the Debris Task Force.

**Area for Improvement 3:** Operational Areas have varied levels of capabilities and capacities to operate EVCs making it difficult to anticipate their need for assistance.

**Reference:** Regional Volunteer Management Plan

**Analysis:** There is considerable diversity among Operational Areas in terms of readiness and capacity for volunteer coordination and management of EVCs. Some Operational Areas have tested plans for EVCs, even down to the city level, while others have barely started to develop plans or lack resources to implement their plans. Many Operational Areas and local government emergency managers would look to the State for assistance in staffing EVCs if they cannot be staffed with local resources.

**Area for Improvement 4:** It is unclear how Northern California Voluntary Organizations Active in Disasters (VOAD) will support region-level operations, particularly in volunteer and donations management.

**Reference:** Regional Volunteer Management Plan and Regional Catastrophic Earthquake Donations Management Plan

**Analysis:** Local VOADs and intermediary organizations representing NGOs have a key role in addressing service gaps and providing critical post-disaster services to survivors and especially to those with disabilities and others with access and functional needs. These organizations also assist local governments with activities related to donations and volunteer management. Northern California VOAD represents these organizations at the regional and State levels, but the Regional Catastrophic Earthquake Plans do not clearly describe how coordination will occur at either the REOC or the JFO.

**Area for Improvement 5:** The role of the Volunteer Center is not adequately addressed in the current Regional Volunteer Management Plan.

**Reference:** Regional Volunteer Management Plan

**Analysis:** CaliforniaVolunteers is responsible for volunteer coordination at the State level and will, if requested, deploy staff to the regional level to assist with coordination. CaliforniaVolunteers works and communicates with volunteer centers throughout the State on a regular basis and during emergencies. At the State or regional level, the role of Volunteer Centers needs further clarification, particularly in light of the dormant state of the California Association of Volunteer Centers. As a possible next step, the method for Volunteer Center communication and coordination with the regional and State levels should be reviewed and explained.

**Area for Improvement 6:** The information regarding the State Coordinated Housing Task Force (now the Joint Housing Task Force) should be updated, based on more recent Federal housing guidance.

**Reference:** Regional Catastrophic Earthquake Interim Housing Plan

**Analysis:** Since Hurricane Katrina and other recent large-scale disaster incidents, the Federal government has sought to continuously improve its disaster housing operations. FEMA has updated its National Disaster Housing Strategy, created a National Disaster Housing Strategy

Resource Center website, and created a Housing Recovery Support Function as part of the new National Disaster Recovery Framework. Further, the RECP Recovery Subsidiary Plan establishes a Housing Working Group convened by the Regional Recovery Task Force and it is unclear how this working group would coordinate with a Joint Housing Task Force established as part of the JFO.

**Area for Improvement 7:** There is a lack of knowledge regarding the types of assistance that could be provided by the Federal government under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act) to support interim housing activities.

**Reference:** Regional Catastrophic Earthquake Interim Housing Plan

**Analysis:** Many emergency managers at the local and regional levels have not had recent significant experience dealing with housing programs implemented after a major disaster or emergency under the Stafford Act. Things have changed in the housing area, most significantly after Hurricane Katrina, with the development of the National Disaster Housing Strategy and, more recently, with the creation of the National Disaster Recovery Framework. State and local emergency management personnel need education and training on new disaster housing programs and the Regional Catastrophic Earthquake Interim Housing Plan should be updated to incorporate current guidance.

**Area for Improvement 8:** There is a need for clarification of roles and responsibilities of the Donations Coordination Team (DCT).

**Reference:** Regional Catastrophic Earthquake Donations Management Plan

**Analysis:** More clarification is needed on whether and how a Regional DCT will function, especially in coordination with the State Operations Center (SOC). For example, will there be Regional and State level DCTs? As California Emergency Function 17 Volunteer and Donations Management (EF-17) is developed, there may be some changes in how this concept is implemented.

## CORE CAPABILITY: PLANNING

**Definition:** Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or community-based approaches to meet defined objectives.

### Overarching Strengths

**Strength 1:** A majority of exercise participants noted that the plan review sessions were helpful and provided an opportunity to better understanding the relationship among Federal, State, Regional, Operational Area and local plans. Many participants noted that these sessions were a good refresher on the numerous plans.

**Strength 2:** The plan review sessions (specifically the first half of agenda) were tailored and adjusted for each exercise based on current planning efforts, information shared from stakeholder groups and with input from plan subject matter experts (SMEs). This allowed participants to receive updated information for plans that were of particular concern to their area of expertise.

**Strength 3:** The Regional Catastrophic Earthquake Plans were reviewed and validated in recent years and many exercise participants were part of the planning efforts, vetting sessions and workshops, providing their unique perspective.

**Strength 4:** Participants noted that the Regional Catastrophic Earthquake Plans represent good frameworks, even if some portions require updating, and, as such, should be approved and adopted by Cal OES.

**Strength 5:** The exercises themselves provided a forum to review plans, gather feedback, and identify areas that may require updates or changes based on newer information, plans and Federal and State guidance.

### **Plan Specific Strengths**

**Strength 6:** Participants support the purpose of the Debris Task Force as depicted in the Regional Catastrophic Earthquake Debris Removal Plan however; the task force participants, structure and meeting/call frequency and other operational protocols should be further defined.

**Strength 7:** Participants viewed the RCG as the body to identify debris clearance priorities within the plan to ensure the flow of information and that regional priorities are properly coordinated.

**Strength 8:** The State and Region have some resources available to support staging and disposal of debris.

**Strength 9:** The Regional Catastrophic Earthquake Donations Management Plan components and structure were generally reviewed with input from local, regional, and State level representatives, as well as NGOs. Roles and responsibilities were agreed to generally, and there are good relationships among all levels of government. The plan “came alive” in the Donations Management TTX and many participants’ gained a better understanding of plan components and of the connection with other key players and sectors.

**Strength 10:** The successful use of two exercise scenario timeframes underscored the fact that donations management operational challenges are likely to change over time.

### **Areas for Improvement**

**Area for Improvement 1:** The level of knowledge and understanding of the Regional Catastrophic Earthquake Plans, RECP and supporting plans was remarkably uneven among the participants.

**Reference:** Regional Catastrophic Earthquake Plans, RECP, CONOP, CONPLAN, National Response Framework, National Disaster Recovery Framework, FEMA Regional Planning Guide

**Analysis:** Some exercise participants were very familiar with the plans, either from being part of a stakeholder group, or by their role representing key agencies. On the other hand, a significant number of exercise participants were very unfamiliar with some key SEMS concepts, State and Federal catastrophic planning guidance, and the purpose of the Regional Catastrophic Earthquake Plans. More training needs to be developed and provided on the

Regional Catastrophic Earthquake Plans and other foundational Federal and State plans and guidance documents.

**Area for Improvement 2:** The failure of Cal OES to approve and adopt these plans causes plan approval and adoption problems for the Operational Areas and Core Cities.

**Reference:** Regional Catastrophic Earthquake Plans, Operational Area and Core City Plans

**Analysis:** The current unapproved status of the Regional Catastrophic Earthquake Plans impedes the Operational Areas from making the necessary updates to supporting plans to include EOPs, annexes, and SOPs. Although some jurisdictions do not anticipate adopting and using the RCPGP functional annexes as part of their EOPs, more than half of the Operational Areas and core cities intend to include and use them. Many exercise participants urge Cal OES to approve and adopt the plans to facilitate their use during a catastrophic earthquake event, and, more immediately, the training and education that needs to go along with their adoption. As noted previously in this report, many Bay Area stakeholders do not know about these plans and will not be able to properly implement them during an emergency. There is a significant need for a Bay Area-wide “unveiling” of these plans following their approval. Additionally, during Golden Guardian 2013 some jurisdictions utilized the Regional Catastrophic Earthquake Plans while others were unaware of them entirely, which creates a challenging response environment negatively affecting communication and coordination.

**Area for Improvement 3:** The definitions and planning considerations for people with disabilities and others with access and functional needs are not up-to-date in the plans, or with existing Memoranda of Understanding (MOUs).

**Reference:** Regional Catastrophic Earthquake Plans

**Analysis:** As noted in this report, the Regional Catastrophic Earthquake Plans were developed primarily from 2008 to 2010. There have been changes to terminology, definitions, and planning approaches that need to be incorporated moving forward. Additionally, new planning guidance and best practices can be utilized.

**Area for Improvement 4:** The roles, responsibilities, and operating protocols for the Debris Task Force are not well-defined in the plan, nor are the process by which the Debris Task Force de-mobilizes and its functions transfer to the Debris Management Working Group that reports to the Regional Recovery Task Force.

**Reference:** Regional Catastrophic Earthquake Debris Removal Plan, Regional Emergency Coordination Plan, RECP Recovery Subsidiary Plan

**Analysis:** There is a need for clarification of the Debris Task Force specifically the roles and responsibilities, participating agencies and frequency of interaction. Some participants noted that the language itself - “task force” - lends itself to describe an actionable or boots-on-the-ground group even though this is not the intention of this group. A participant suggested that a better term would be “task group,” to differentiate these groups from task forces that are used at the field level. Most likely, the task force will be held via conference call and not in person. The protocols outlined for the RCG have been identified as a potential initial solution since they are clearly identified in current planning documents such as the RECP. Further, the RECP Recovery Subsidiary Plan authorizes the convening of a Debris Management Working Group under the authority of the Regional Recovery Task Force. Additionally, there is a lack of a regional solution in respect to the final processing and disposal of debris, and

that should be addressed at the region-level by the Debris Task Force or other group established to coordinate regional debris management issues. Although this working group assumes responsibility for coordinating debris management activities during the recovery phase, which is beyond the response timeline in the Regional Catastrophic Earthquake Debris Removal Plan, the plan should address how a hand-off of responsibilities will occur between the Debris Task Force and the Debris Management Working Group.

**Area for Improvement 5:** The Catastrophic Earthquake Debris Removal Plan does not provide guidance on how to identify priority routes for debris clearance.

**Reference:** Regional Catastrophic Earthquake Debris Removal Plan

**Analysis:** Participants discussed the need for a planning checklist or guidance to assist with the identification of debris clearance routes following a catastrophic event. This information needs to be included in future iterations of the plan.

**Area for Improvement 6:** The Regional Catastrophic Earthquake Debris Removal Plan should include some general criteria to assist in site selection.

**Reference:** Regional Catastrophic Earthquake Debris Removal Plan

**Analysis:** The pre-incident identification of staging and new disposal sites will most likely trigger review under the California Environmental Quality Act, which most jurisdictions prefer to avoid. However, it would be appropriate and prudent to establish some criteria to assist in the identification of staging and disposal sites, if not already done, to expedite the post-disaster identification of these sites. This list should include characteristics that make a good site and those that do not – even if the information is somewhat generic, it will allow jurisdictions to better understand what to look for in site selection.

**Area for Improvement 7:** Recovery aspects of donations management is not addressed in the current Regional Catastrophic Earthquake Donations Management Plan.

**Reference:** Regional Catastrophic Earthquake Donations Management Plan, RECP, RECP Recovery Subsidiary Plan

**Analysis:** Donations (both monetary and in-kind) are a critical resource for long-term recovery. Because of the E+60 day timeframe of the plan, donations management should be a key component and addressed as part of regional recovery planning and, as such, be incorporated into updates of the RECP and its Recovery Subsidiary Plan.

## **CORE CAPABILITY: PUBLIC AND PRIVATE SERVICES AND RESOURCES**

**Definition:** Provide essential public and private services and resources to the affected population and surrounding communities, to include emergency power to critical facilities, fuel support for emergency responders, and access to community staples (e.g., grocery stores, pharmacies, and banks) and fire and other first response services.

### **Overarching Strengths**

**Strength 1:** The role of the Business Operations Center (BOC) at the SOC will now take on a larger role with the implementation of the UCG and having one centralized coordination location encompassing both State and regional levels. This is considered a positive aspect but should be better incorporated into future revisions.

## Plan Specific Strengths

**Strength 2:** The exercise brought together the appropriate mix of participants who work in the area of volunteer management. There was a high level of discussion and problem solving.

**Strength 3:** The existence of the Regional Volunteer Management Plan enabled participants to have a valuable discussion of the plan - not just a theoretical discussion.

**Strength 4:** The Regional Volunteer Management Plan lays the foundation for CaliforniaVolunteers to work with the region and the Operational Areas for effective overall communication and coordination in the Bay Area on volunteer management.

**Strength 5:** At the State level, CaliforniaVolunteers is the lead for the volunteer management function and will coordinate with California EF-17. CaliforniaVolunteers has the experience and expertise providing this critical support to the Operational Areas and local governments.

**Strength 6:** Although short-staffed, CaliforniaVolunteers has the ability to support volunteer management coordination at various SEMS levels by using its own staff or other resources such as the Disaster Corps, CERT, Emergency Managers Mutual Aid (EMMA), and the Emergency Management Assistance Compact (EMAC).

## Areas for Improvement

**Area for Improvement 1:** There is some confusion over NGOs' roles and responsibilities in support of volunteer management activities at the Operational Area level.

**Reference:** Regional Volunteer Management Plan

**Analysis:** While NGOs play critical operational roles, their methods of operation as well as communication and coordination at the regional-level need further examination.

**Area for Improvement 2:** The role and volunteer assets of private business need to be further examined.

**Reference:** Regional Volunteer Management Plan

**Analysis:** The private sector is becoming more integrated into emergency planning and may be a source for volunteers as businesses become more interested in finding opportunities for employees to volunteer after disasters. As a potential next step, the role of private business should be discussed further and included into the planning process for volunteer management.

**Area for Improvement 3:** The Regional Catastrophic Earthquake Interim Housing Plan does not address potential housing resources that regional businesses may be able to provide during a catastrophic event.

**Reference:** Regional Catastrophic Earthquake Interim Housing Plan

**Analysis:** There are many large corporations within the Bay Area, including tech companies that may be a resource for housing employees displaced by an event. Planners should identify the feasibility of leveraging these resources and discuss with local corporations.

**Area for Improvement 4:** There is inadequate staffing to successfully support donations management capabilities at the Operational Area level.

**Reference:** Regional Catastrophic Earthquake Donations Management Plan

**Analysis:** Capacity, especially staffing, continues to be an issue at the Operational Area/local government level. Future planning efforts should continue to identify staffing pools and needs. The feasibility of utilizing EMMA and EMAC to support donations management capabilities should be determined.

## **CORE CAPABILITY: SITUATIONAL AWARENESS**

**Definition:** Provide all decision makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.

### **Overarching Strengths**

N/A

### **Plan Specific Strengths**

**Strength 1:** There are existing sheltering populations tracking systems, including a Federal system called National Shelter System and is maintained by FEMA and the ARC. A Fact Sheet on the National Shelter System can be viewed at:

<http://www.fema.gov/public-assistance-local-state-tribal-and-non-profit/recovery-directorate/fema-national-shelter>

### **Areas for Improvement**

**Area for Improvement 1:** The Regional Catastrophic Earthquake Mass Care and Sheltering Plan updates should include the use of social media to assist with pushing out shelter information, as well as to support family welfare and reunification efforts.

**Reference:** Regional Catastrophic Earthquake Mass Care and Sheltering Plan

**Analysis:** The increase in social media (Twitter, Facebook, etc.) can be utilized to gather needed information about affected populations and survivors and push out sheltering information. The use of social media should also be considered in reunification efforts.

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## APPENDIX A: IMPROVEMENT PLAN

This IP has been developed specifically for the San Francisco Bay Area Urban Areas Security Initiative (UASI) as a result of the RCPGP TTX Series conducted July 9-August 21, 2013.

**Table 2. Improvement Plan**

Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element	Primary Responsible Organization	Organization POC	Start Date	Completion Date
<b>Core Capability: Critical Transportation</b>							
Critical Transportation	1. The registration of evacuees needs to be further developed in the Regional Catastrophic Earthquake Mass Transportation/ Evacuation Plan.	1. Cal OES accepts current RCPGP plans as draft.	Planning	Cal OES	<ul style="list-style-type: none"> <li>• Coastal Region Administrator</li> <li>• Planning &amp; Preparedness Branch</li> </ul>	January 2014	June 2014
		2. Bay Area counties and core cities move forward with plan adoption.	Planning	BAUASI, Operational Areas and Core Cites	<ul style="list-style-type: none"> <li>• Coastal Region Administrator</li> <li>• Planning &amp; Preparedness Branch</li> </ul>	January 2014	December 2014
		3. Cal OES updates RCPGP Regional Plans based on AAR findings and in conjunction with CONPLAN revisions.	Planning	Cal OES	<ul style="list-style-type: none"> <li>• Coastal Region Administrator</li> <li>• Planning &amp; Preparedness Branch</li> </ul>	January 2014	June 2015
		4. Cal OES provides final acceptance of the RCPGP Regional Plans.	Planning	Cal OES	<ul style="list-style-type: none"> <li>• Coastal Region Administrator</li> <li>• Planning &amp; Preparedness Branch</li> </ul>	June 2015	December 2015

<sup>1</sup> Capability Elements are: Planning, Organization, Equipment, Training, or Exercise.

**Table 2. Improvement Plan**

Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Critical Transportation (cont.)	2. There is a significant amount of confusing message overlap between shelter and transportation operations.	1. Cal OES accepts current RCPGP plans as draft.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	June 2014
		2. Bay Area counties and core cities move forward with plan adoption.	Planning	BAUASI, Operational Areas and Core Cites	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	December 2014
		3. Cal OES updates RCPGP Regional Plans based on AAR findings and in conjunction with CONPLAN revisions.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	June 2015
		4. Cal OES provides final acceptance of the RCPGP Regional Plans.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	June 2015	December 2015
<b>Core Capability: Housing</b>							
Housing	1. The Regional Catastrophic Earthquake Interim Housing Plan requires some updating to include agencies and organizations not listed in the plan, and important changes in Federal planning guidance.	1. Cal OES accepts current RCPGP plans as draft.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	June 2014

**Table 2. Improvement Plan**

Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Housing (cont.)	1. cont. <i>The Regional Catastrophic Earthquake Interim Housing Plan requires some updating to include agencies and organizations not listed in the plan, and important changes in Federal planning guidance.</i>	2. Bay Area counties and core cities move forward with plan adoption.	Planning	BAUASI, Operational Areas and Core Cites	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	December 2014
		3. Cal OES updates RCPGP Regional Plans based on AAR findings and in conjunction with CONPLAN revisions.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	June 2015
		4. Cal OES provides final acceptance of the RCPGP Regional Plans.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	June 2015	December 2015
	2. It was unclear how the current Regional Catastrophic Earthquake Interim Housing Plan will support people with disabilities and others with access and functional needs within the region.	1. Cal OES accepts current RCPGP plans as draft.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	June 2014
		2. Bay Area counties and core cities move forward with plan adoption.	Planning	BAUASI, Operational Areas and Core Cites	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	December 2014

**Table 2. Improvement Plan**

Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Housing (cont.)	2. cont. <i>It was unclear how the current Regional Catastrophic Earthquake Interim Housing Plan will support people with disabilities and others with access and functional needs within the region.</i>	3. Cal OES updates RCPGP Regional Plans based on AAR findings and in conjunction with CONPLAN revisions.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	June 2015
		4. Cal OES provides final acceptance of the RCPGP Regional Plans.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	June 2015	December 2015
<b>Core Capability: Intelligence and Information Sharing</b>							
Intelligence and Information Sharing	1. The use of amateur radio (HAM, Radio Amateur Civil Emergency Service [RACES]) is not well-defined in the Regional Catastrophic Earthquake Mass Care and Sheltering Plan, although local governments and Operational Areas use these resources throughout the region.	1. Cal OES accepts current RCPGP plans as draft.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	June 2014
		2. Bay Area counties and core cities move forward with plan adoption.	Planning	BAUASI, Operational Areas and Core Cities	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	December 2014

**Table 2. Improvement Plan**

Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Intelligence and Information Sharing (cont.)	1. cont. <i>The use of amateur radio (HAM, Radio Amateur Civil Emergency Service [RACES]) is not well-defined in the Regional Catastrophic Earthquake Mass Care and Sheltering Plan, although local governments and Operational Areas use these resources throughout the region.</i>	3. Cal OES updates RCPGP Regional Plans based on AAR findings and in conjunction with CONPLAN revisions.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	June 2015
		4. Cal OES provides final acceptance of the RCPGP Regional Plans.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	June 2015	December 2015
	2. Participants were unclear about recent changes to 2-1-1 staffing and procedures.	1. Provide guidance and information on the current 2-1-1 staffing and procedures to Operational Areas and cities.	Training	2-1-1 Bay Area Counties and Cities Bay Area United Way	<ul style="list-style-type: none"> <li>OES Manager</li> </ul>	January 2014	June 2014
	3. Public information and messaging is a key area in all the Regional Catastrophic Earthquake Plans and needs to be further developed.	1. Cal OES accepts current RCPGP plans as draft.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	June 2014
		2. Bay Area counties and core cities move forward with plan adoption.	Planning	BAUASI, Operational Areas and Core Cities	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	December 2014

**Table 2. Improvement Plan**

Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Intelligence and Information Sharing (cont.)	3. cont. <i>Public information and messaging is a key area in all the Regional Catastrophic Earthquake Plans and needs to be further developed.</i>	3. Cal OES updates RCPGP Regional Plans based on AAR findings and in conjunction with CONPLAN revisions.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	June 2015
		4. Cal OES provides final acceptance of the RCPGP Regional Plans.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	June 2015	December 2015
<b>Core Capability: Mass Care Services</b>							
Mass Care Services	1. The Regional Catastrophic Earthquake Mass Care and Sheltering Plan currently does not include references to the Emergency Operations Manual (EOM) developed by the California Department of Public Health (CDPH), or the Guidance for Sheltering People with Medical Needs (2011), its toolkit and the Medical Shelter Plan.	1. Cal OES accepts current RCPGP plans as draft.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	June 2014
		2. Bay Area counties and core cities move forward with plan adoption.	Planning	BAUASI, Operational Areas and Core Cities	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	December 2014

**Table 2. Improvement Plan**

Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Mass Care Services (cont.)	1. cont. <i>The Regional Catastrophic Earthquake Mass Care and Sheltering Plan currently does not include references to the Emergency Operations Manual (EOM) developed by the California Department of Public Health (CDPH), or the Guidance for Sheltering People with Medical Needs (2011), its toolkit and the Medical Shelter Plan.</i>	3. Cal OES updates RCPGP Regional Plans based on AAR findings and in conjunction with CONPLAN revisions.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	June 2015
		4. Cal OES provides final acceptance of the RCPGP Regional Plans.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	June 2015	December 2015
	2. The Regional Catastrophic Earthquake Mass Care and Sheltering Plan does not adequately address companion animals in shelter planning.	1. Cal OES accepts current RCPGP plans as draft.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	June 2014
		2. Bay Area counties and core cities move forward with plan adoption.	Planning	BAUASI, Operational Areas and Core Cites	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	December 2014
		3. Cal OES updates RCPGP Regional Plans based on AAR findings and in conjunction with CONPLAN revisions.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	June 2015

**Table 2. Improvement Plan**

Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Mass Care Services (cont.)	2. cont. <i>The Regional Catastrophic Earthquake Mass Care and Sheltering Plan does not adequately address companion animals in shelter planning.</i>	4. Cal OES provides final acceptance of the RCPGP Regional Plans.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	June 2015	December 2015
<b>Core Capability: Operational Coordination</b>							
Operational Coordination	1. Some of the current Regional Catastrophic Earthquake Plans do not accurately describe how region-level coordination functions will be executed in response to a catastrophic earthquake incident.	1. Cal OES accepts current RCPGP plans as draft.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	June 2014
		2. Bay Area counties and core cities move forward with plan adoption.	Planning	BAUASI, Operational Areas and Core Cites	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	December 2014
		3. Cal OES updates RCPGP Regional Plans based on AAR findings and in conjunction with CONPLAN revisions.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	June 2015
		4. Cal OES provides final acceptance of the RCPGP Regional Plans.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	June 2015	December 2015



**Table 2. Improvement Plan**

Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Operational Coordination (cont.)	2. The Debris Task Force as currently described does not identify the most effective methods to collect information and data from regional representatives.	1. Cal OES accepts current RCPGP plans as draft.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	June 2014
		2. Bay Area counties and core cities move forward with plan adoption.	Planning	BAUASI, Operational Areas and Core Cites	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	December 2014
		3. Cal OES updates RCPGP Regional Plans based on AAR findings and in conjunction with CONPLAN revisions.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	June 2015
		4. Cal OES provides final acceptance of the RCPGP Regional Plans.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	June 2015	December 2015
	3. Operational Areas have varied levels of capabilities and capacities to operate EVCs making it difficult to anticipate their need for assistance.	1. Cal OES accepts current RCPGP plans as draft.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	June 2014
		2. Bay Area counties and core cities move forward with plan adoption.	Planning	BAUASI, Operational Areas and Core Cites	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	December 2014

**Table 2. Improvement Plan**

Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Operational Coordination (cont.)	3. cont. <i>Operational Areas have varied levels of capabilities and capacities to operate EVCs making it difficult to anticipate their need for assistance.</i>	3. Cal OES updates RCPGP Regional Plans based on AAR findings and in conjunction with CONPLAN revisions.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	June 2015
		4. Cal OES provides final acceptance of the RCPGP Regional Plans.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	June 2015	December 2015
	4. It is unclear how Northern California Voluntary Organizations Active in Disasters (VOAD) will support region-level operations, particularly in volunteer and donations management.	1. Cal OES accepts current RCPGP plans as draft.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	June 2014
		2. Bay Area counties and core cities move forward with plan adoption.	Planning	BAUASI, Operational Areas and Core Cites	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	December 2014
		3. Cal OES updates RCPGP Regional Plans based on AAR findings and in conjunction with CONPLAN revisions.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	June 2015
		4. Cal OES provides final acceptance of the RCPGP Regional Plans.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	June 2015	December 2015

**Table 2. Improvement Plan**

Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Operational Coordination (cont.)	5. The role of the Volunteer Center is not adequately addressed in the current Regional Volunteer Management Plan.	1. Cal OES accepts current RCPGP plans as draft.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	June 2014
		2. Bay Area counties and core cities move forward with plan adoption.	Planning	BAUASI, Operational Areas and Core Cites	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	December 2014
		3. Cal OES updates RCPGP Regional Plans based on AAR findings and in conjunction with CONPLAN revisions.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	June 2015
		4. Cal OES provides final acceptance of the RCPGP Regional Plans.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	June 2015	December 2015
	6. The information regarding the State Coordinated Housing Task Force (now the Joint Housing Task Force) should be updated, based on more recent Federal housing guidance.	1. Cal OES accepts current RCPGP plans as draft.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	June 2014

**Table 2. Improvement Plan**

Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Operational Coordination (cont.)	6. cont. <i>The information regarding the State Coordinated Housing Task Force (now the Joint Housing Task Force) should be updated, based on more recent Federal housing guidance.</i>	2. Bay Area counties and core cities move forward with plan adoption.	Planning	BAUASI, Operational Areas and Core Cites	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	December 2014
		3. Cal OES updates RCPGP Regional Plans based on AAR findings and in conjunction with CONPLAN revisions.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	June 2015
		4. Cal OES provides final acceptance of the RCPGP Regional Plans.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	June 2015	December 2015
	7. There is a lack of knowledge regarding the types of assistance that could be provided by the Federal government under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act) to support interim housing activities.	1. Cal OES accepts current RCPGP plans as draft.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	June 2014
		2. Bay Area counties and core cities move forward with plan adoption.	Planning	BAUASI, Operational Areas and Core Cites	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	December 2014

**Table 2. Improvement Plan**

Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Operational Coordination (cont.)	7. cont. <i>There is a lack of knowledge regarding the types of assistance that could be provided by the Federal government under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act) to support interim housing activities.</i>	3. Cal OES updates RCPGP Regional Plans based on AAR findings and in conjunction with CONPLAN revisions.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	June 2015
		4. Cal OES provides final acceptance of the RCPGP Regional Plans.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	June 2015	December 2015
	8. There is a need for clarification of roles and responsibilities of the Donations Coordination Team.	1. Cal OES accepts current RCPGP plans as draft.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	June 2014
		2. Bay Area counties and core cities move forward with plan adoption.	Planning	BAUASI, Operational Areas and Core Cites	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	December 2014
		3. Cal OES updates RCPGP Regional Plans based on AAR findings and in conjunction with CONPLAN revisions.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	June 2015
		4. Cal OES provides final acceptance of the RCPGP Regional Plans.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	June 2015	December 2015

**Table 2. Improvement Plan**

Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element	Primary Responsible Organization	Organization POC	Start Date	Completion Date
<b>Core Capability: Planning</b>							
Planning	1. The level of knowledge and understanding of the Regional Catastrophic Earthquake Plans, RECP and supporting plans was remarkably uneven among the participants.	1. Cal OES accepts current RCPGP plans as draft.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	June 2014
		2. Bay Area counties and core cities move forward with plan adoption.	Planning	BAUASI, Operational Areas and Core Cites	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	December 2014
		3. Cal OES updates RCPGP Regional Plans based on AAR findings and in conjunction with CONPLAN revisions.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	June 2015
		4. Cal OES provides final acceptance of the RCPGP Regional Plans.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	June 2015	December 2015

**Table 2. Improvement Plan**

Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Planning (cont.)	2. The failure of Cal OES to approve and adopt these plans causes plan approval and adoption problems for the Operational Areas and Core Cities.	1. Cal OES accepts current RCPGP plans as draft.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	June 2014
		2. Bay Area counties and core cities move forward with plan adoption.	Planning	BAUASI, Operational Areas and Core Cites	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	December 2014
		3. Cal OES updates RCPGP Regional Plans based on AAR findings and in conjunction with CONPLAN revisions.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	June 2015
		4. Cal OES provides final acceptance of the RCPGP Regional Plans.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	June 2015	December 2015
	3. The definitions and planning considerations for people with disabilities and others with access and functional needs are not up-to-date in the plans, or with existing Memoranda of Understanding (MOUs).	1. Cal OES accepts current RCPGP plans as draft.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	June 2014
		2. Bay Area counties and core cities move forward with plan adoption.	Planning	BAUASI, Operational Areas and Core Cites	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	December 2014

**Table 2. Improvement Plan**

Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element <sup>1</sup>	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Planning (cont.)	3. cont. <i>The definitions and planning considerations for people with disabilities and others with access and functional needs are not up-to-date in the plans, or with existing Memoranda of Understanding (MOUs).</i>	3. Cal OES updates RCPGP Regional Plans based on AAR findings and in conjunction with CONPLAN revisions.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	June 2015
		4. Cal OES provides final acceptance of the RCPGP Regional Plans.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	June 2015	December 2015
	4. The roles, responsibilities, and operating protocols for the Debris Task Force are not well-defined in the plan, nor are the process by which the Debris Task Force demobilizes and its functions transfer to the Debris Management Working Group that reports to the Regional Recovery Task Force.	1. Cal OES accepts current RCPGP plans as draft.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	June 2014
		2. Bay Area counties and core cities move forward with plan adoption.	Planning	BAUASI, Operational Areas and Core Cites	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	December 2014
		3. Cal OES updates RCPGP Regional Plans based on AAR findings and in conjunction with CONPLAN revisions.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	June 2015
		4. Cal OES provides final acceptance of the RCPGP Regional Plans.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	June 2015	December 2015



**Table 2. Improvement Plan**

Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Planning (cont.)	5. The Catastrophic Earthquake Debris Removal Plan does not provide guidance on how to identify priority routes for debris clearance.	1. Cal OES accepts current RCPGP plans as draft.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	June 2014
		2. Bay Area counties and core cities move forward with plan adoption.	Planning	BAUASI, Operational Areas and Core Cites	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	December 2014
		3. Cal OES updates RCPGP Regional Plans based on AAR findings and in conjunction with CONPLAN revisions.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	June 2015
		4. Cal OES provides final acceptance of the RCPGP Regional Plans.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	June 2015	December 2015
	6. The Regional Catastrophic Earthquake Debris Removal Plan should include some general criteria to assist in site selection.	1. Cal OES accepts current RCPGP plans as draft.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	June 2014
		2. Bay Area counties and core cities move forward with plan adoption.	Planning	BAUASI, Operational Areas and Core Cites	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	December 2014

**Table 2. Improvement Plan**

Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element <sup>1</sup>	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Planning (cont.)	6. cont. <i>The Regional Catastrophic Earthquake Debris Removal Plan should include some general criteria to assist in site selection.</i>	3. Cal OES updates RCPGP Regional Plans based on AAR findings and in conjunction with CONPLAN revisions.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	June 2015
		4. Cal OES provides final acceptance of the RCPGP Regional Plans.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	June 2015	December 2015
	7. Recovery aspects of donations management is not addressed in the current Regional Catastrophic Earthquake Donations Management Plan.	1. Cal OES accepts current RCPGP plans as draft.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	June 2014
		2. Bay Area counties and core cities move forward with plan adoption.	Planning	BAUASI, Operational Areas and Core Cites	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	December 2014
		3. Cal OES updates RCPGP Regional Plans based on AAR findings and in conjunction with CONPLAN revisions.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	June 2015
		4. Cal OES provides final acceptance of the RCPGP Regional Plans.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	June 2015	December 2015

**Table 2. Improvement Plan**

Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element <sup>1</sup>	Primary Responsible Organization	Organization POC	Start Date	Completion Date
<b>Core Capability: Public and Private Services and Resources</b>							
Public and Private Services and Resources	1. There is some confusion over NGOs' roles and responsibilities in support of volunteer management activities at the Operational Area level.	1. Cal OES accepts current RCPGP plans as draft.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	June 2014
		2. Bay Area counties and core cities move forward with plan adoption.	Planning	BAUASI, Operational Areas and Core Cites	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	December 2014
		3. Cal OES updates RCPGP Regional Plans based on AAR findings and in conjunction with CONPLAN revisions.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	June 2015
		4. Cal OES provides final acceptance of the RCPGP Regional Plans.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	June 2015	December 2015
	2. The role and volunteer assets of private business needs to be further examined.	1. Cal OES accepts current RCPGP plans as draft.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	June 2014

**Table 2. Improvement Plan**

Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Public and Private Services and Resources (cont.)	2. cont. <i>The role and volunteer assets of private business needs to be further examined.</i>	2. Bay Area counties and core cities move forward with plan adoption.	Planning	BAUASI, Operational Areas and Core Cites	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	December 2014
		3. Cal OES updates RCPGP Regional Plans based on AAR findings and in conjunction with CONPLAN revisions.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	June 2015
		4. Cal OES provides final acceptance of the RCPGP Regional Plans.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	June 2015	December 2015
	3. The Regional Catastrophic Earthquake Interim Housing Plan does not address potential housing resources that regional businesses may be able to provide during a catastrophic event.	1. Cal OES accepts current RCPGP plans as draft.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	June 2014
		2. Bay Area counties and core cities move forward with plan adoption.	Planning	BAUASI, Operational Areas and Core Cites	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	December 2014

**Table 2. Improvement Plan**

Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element <sup>1</sup>	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Public and Private Services and Resources (cont.)	3. cont. <i>The Regional Catastrophic Earthquake Interim Housing Plan does not address potential housing resources that regional businesses may be able to provide during a catastrophic event.</i>	3. Cal OES updates RCPGP Regional Plans based on AAR findings and in conjunction with CONPLAN revisions.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	June 2015
		4. Cal OES provides final acceptance of the RCPGP Regional Plans.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	June 2015	December 2015
	4. There is inadequate staffing to successfully support donations management capabilities at the Operational Area level.	1. Cal OES accepts current RCPGP plans as draft.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	June 2014
		2. Bay Area counties and core cities move forward with plan adoption.	Planning	BAUASI, Operational Areas and Core Cites	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	December 2014
		3. Cal OES updates RCPGP Regional Plans based on AAR findings and in conjunction with CONPLAN revisions.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	June 2015
		4. Cal OES provides final acceptance of the RCPGP Regional Plans.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	June 2015	December 2015

**Table 2. Improvement Plan**

Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element <sup>1</sup>	Primary Responsible Organization	Organization POC	Start Date	Completion Date
<b>Core Capability: Situational Assessment</b>							
Situational Assessment	1. The Regional Catastrophic Earthquake Mass Care and Sheltering Plan updates should include the use of social media to assist with pushing out shelter information, as well as to support family welfare and reunification efforts.	1. Cal OES accepts current RCPGP plans as draft.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	June 2014
		2. Bay Area counties and core cities move forward with plan adoption.	Planning	BAUASI, Operational Areas and Core Cites	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	December 2014
		3. Cal OES updates RCPGP Regional Plans based on AAR findings and in conjunction with CONPLAN revisions.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	January 2014	June 2015
		4. Cal OES provides final acceptance of the RCPGP Regional Plans.	Planning	Cal OES	<ul style="list-style-type: none"> <li>Coastal Region Administrator</li> <li>Planning &amp; Preparedness Branch</li> </ul>	June 2015	December 2015

## APPENDIX B: EXERCISE PARTICIPANTS

**Table 3. Participating Organizations**

<b>Federal</b>
Federal Emergency Management Agency (FEMA)
Presidio of San Francisco, Fire Marshal (National Park Service)
United States Army Corps of Engineers (USACE)
United States Department of Housing and Urban Development (HUD)
United States Department of Transportation (US DOT)
United States Environmental Protection Agency (EPA)
<b>State</b>
California Department of Social Services
California Department of Toxic Substances
California Department of Transportation (Caltrans)
California Governor's Office of Emergency Services (Cal OES)
California Highway Patrol
California Resiliency Alliance
California Volunteers
CalRecycle
<b>Regional</b>
2-1-1 Bay Area
Bay Area Center for Regional Disaster Resilience
Bay Area Rapid Transit (BART)
Bay Area Urban Areas Security Initiative (UASI)
Metropolitan Transportation Commission
<b>Local</b>
Alameda County
Alameda County Food Bank
Alameda County Sheriff's Office
Alameda Health Consortium
City and County of San Francisco
City and County of San Francisco General Services Agency
City and County of San Francisco Municipal Transportation Agency
City of Concord
Children's Hospital and Research Center at Oakland
City of Oakland
City of Rio Vista
City of San José

**Table 3. Participating Organizations**

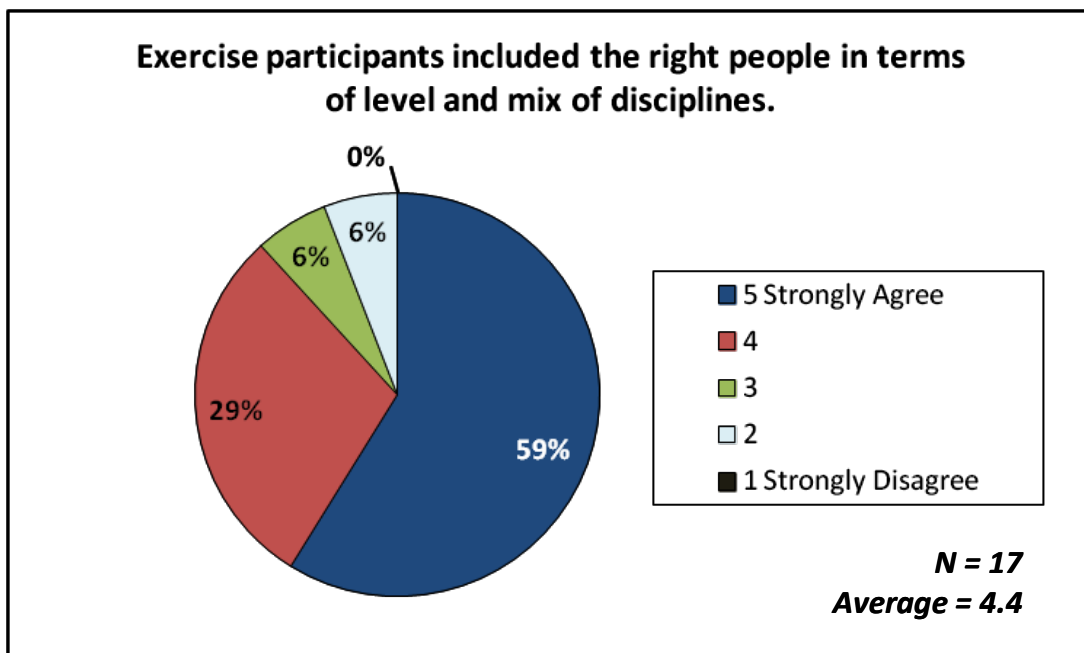
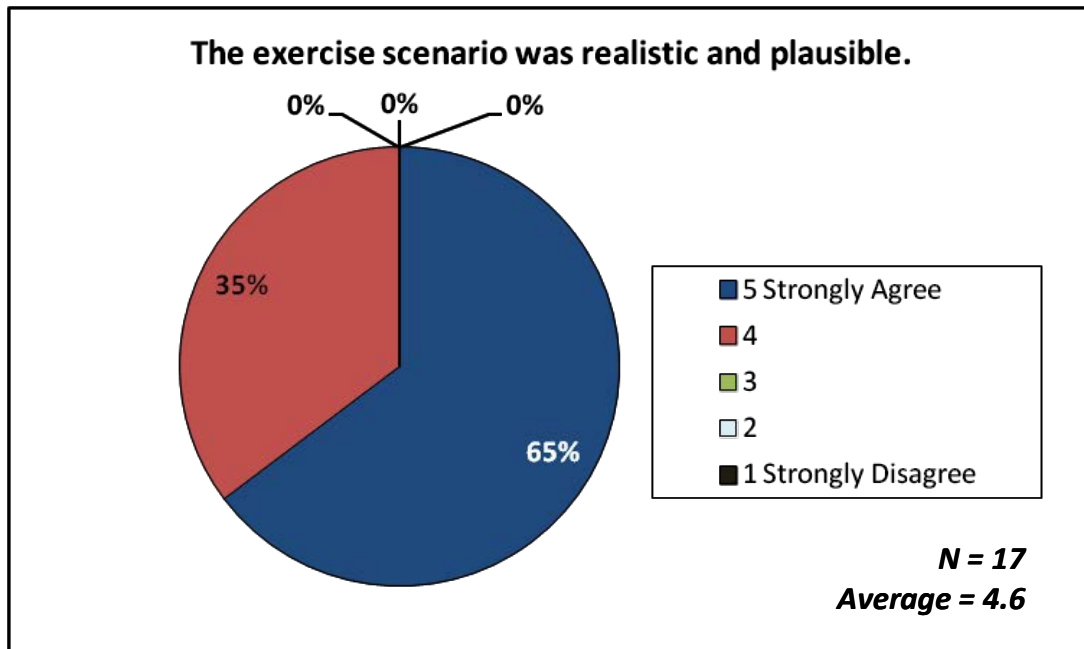
City of San Jose Fire Dept.
Contra Costa County
Contra Costa Health Services
Contra Costa Office of Emergency Services
Eastern Contra Costa Transit Authority (ECCTA)
Marin County
Monterey County
Napa County
Rio Vista Fire Department
San Benito County
San Benito County Office of Emergency Services
San Francisco Paratransit
San Francisco Port
San José Fire Department
San Leandro Police Department
San Mateo County
San Mateo County Office of Emergency Services
San Ramon Police Department
Santa Clara County
Santa Clara County Fire Department
Santa Clara Valley Transportation Authority
Santa Cruz County
Santa Cruz Metro
Solano County Public Health
Sonoma County
South San Francisco Fire Department
<b>Non-Governmental Organizations (NGOs)</b>
American Red Cross
The Salvation Army
<b>Private</b>
Pacific Gas and Electric (PG&E)
Zanker Road Resource Management
<b>Consultants</b>
Rommel Consulting
URS Corporation
Willdan



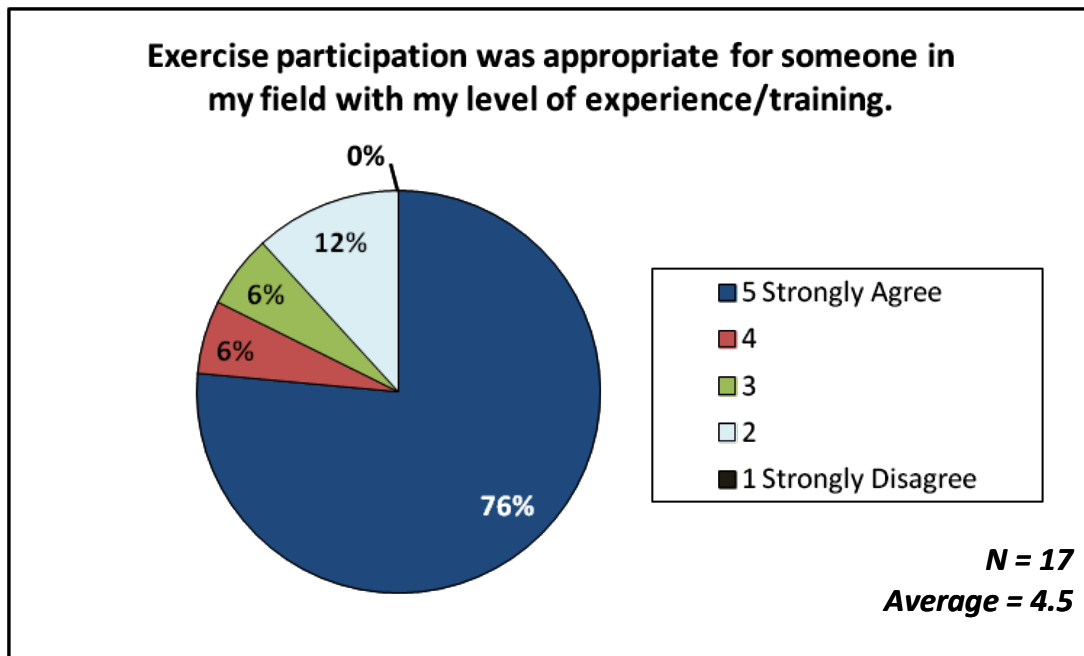
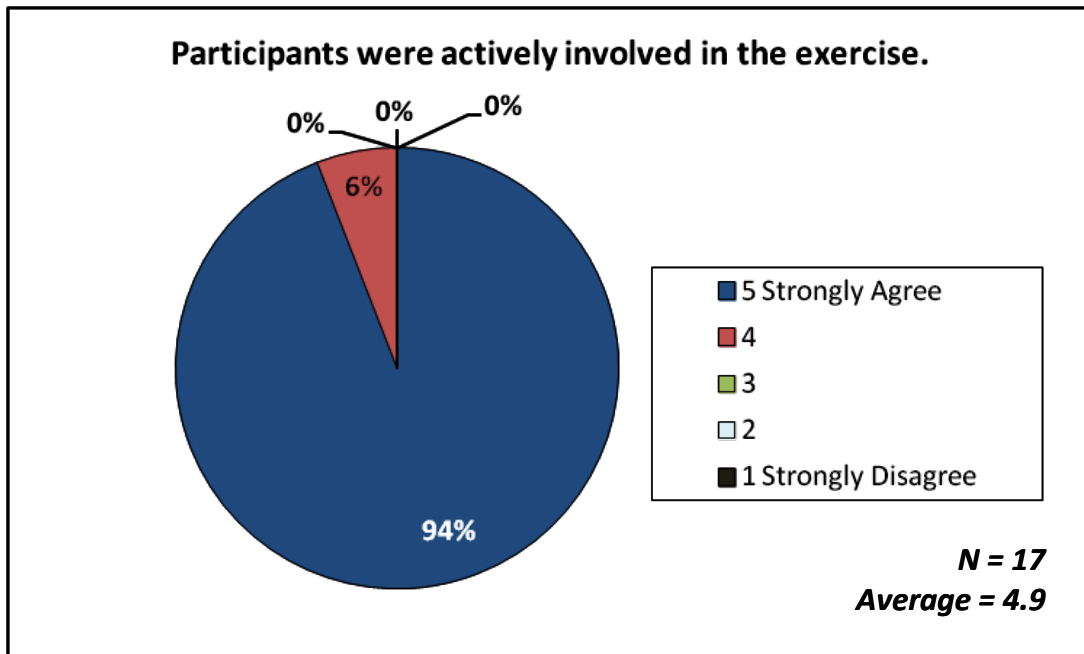
## APPENDIX C: PARTICIPANT FEEDBACK

Following each TTX, participants were asked to complete a participant evaluation form. This evaluation was formulated to assess participants' experiences and attitudes about various aspects of the exercises. A section of the participant feedback form comprised seven statements with which participants were asked to rate their agreement on a scale of 1 to 5, in which 1 indicated "Strongly Disagree," 3 indicated "Neutral," and 5 indicated "Strongly Agree." The following pages show responses by each TTX.

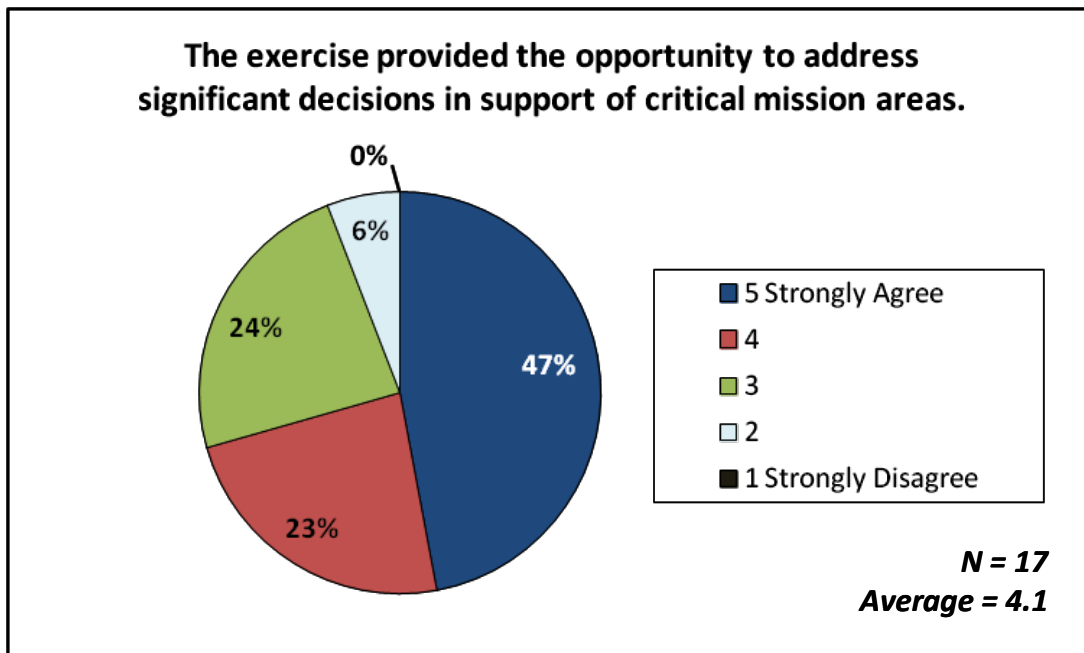
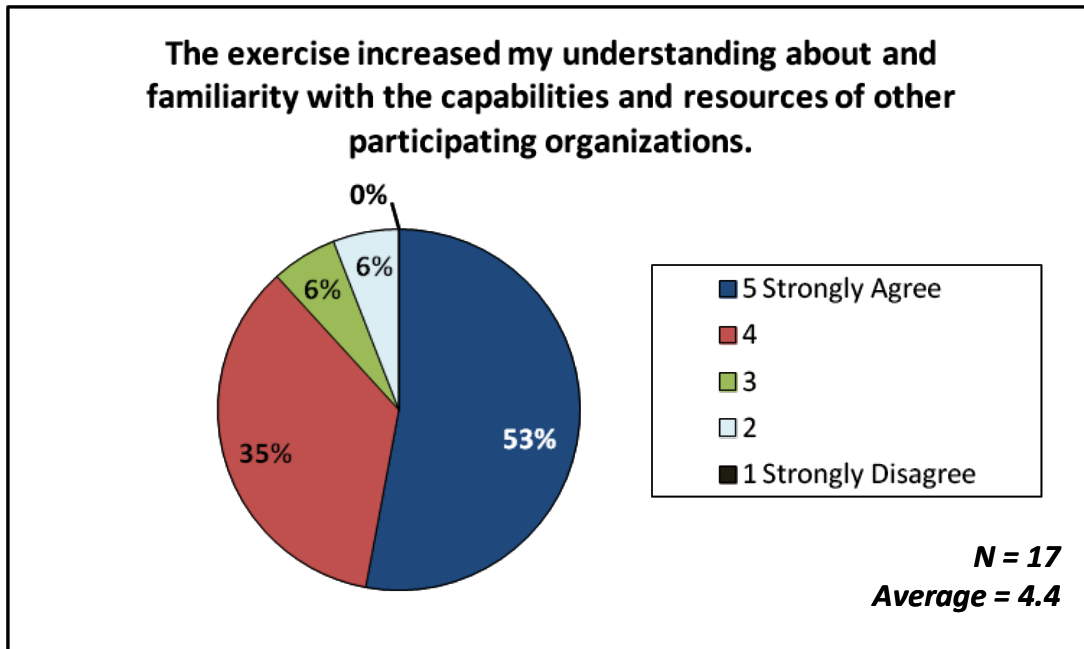
### Debris Removal TTX – Participant Feedback Summary



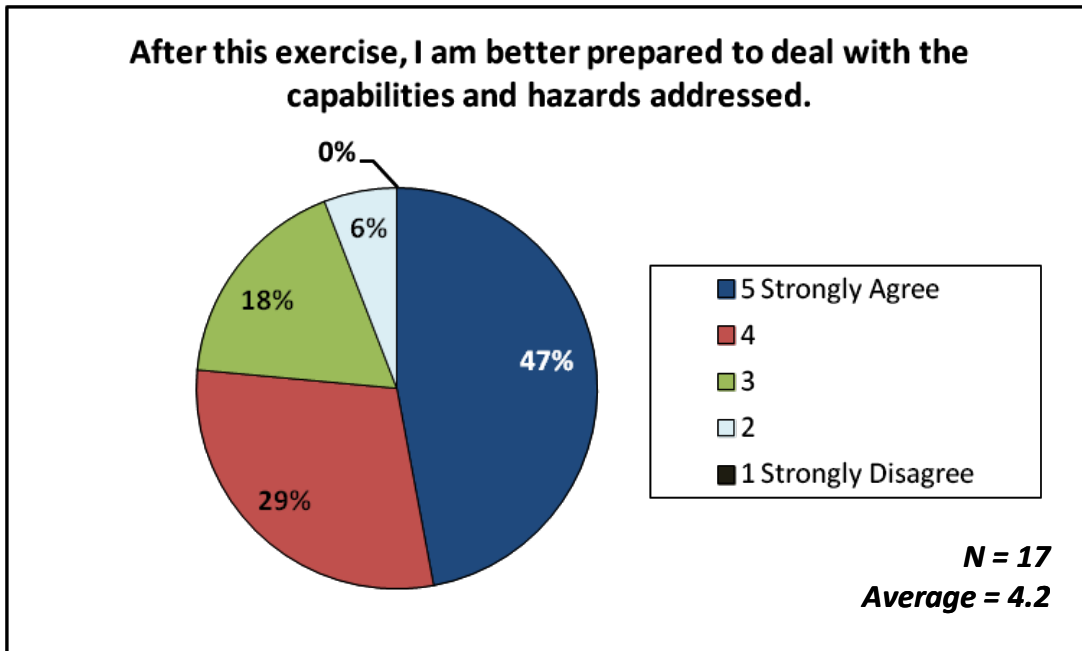
### Debris Removal TTX (cont'd)



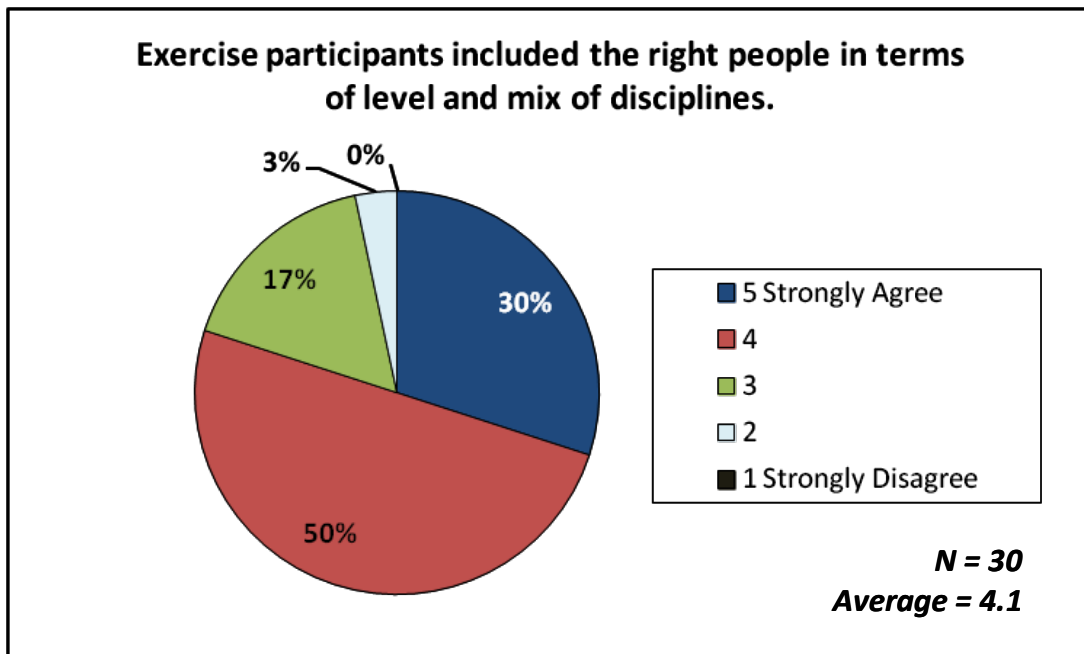
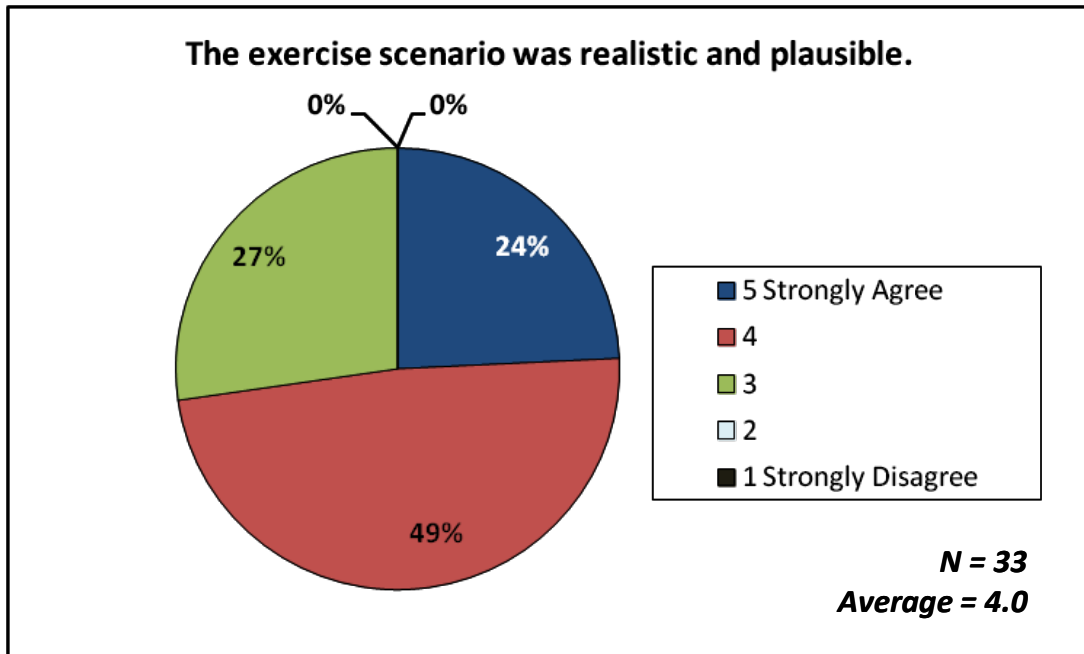
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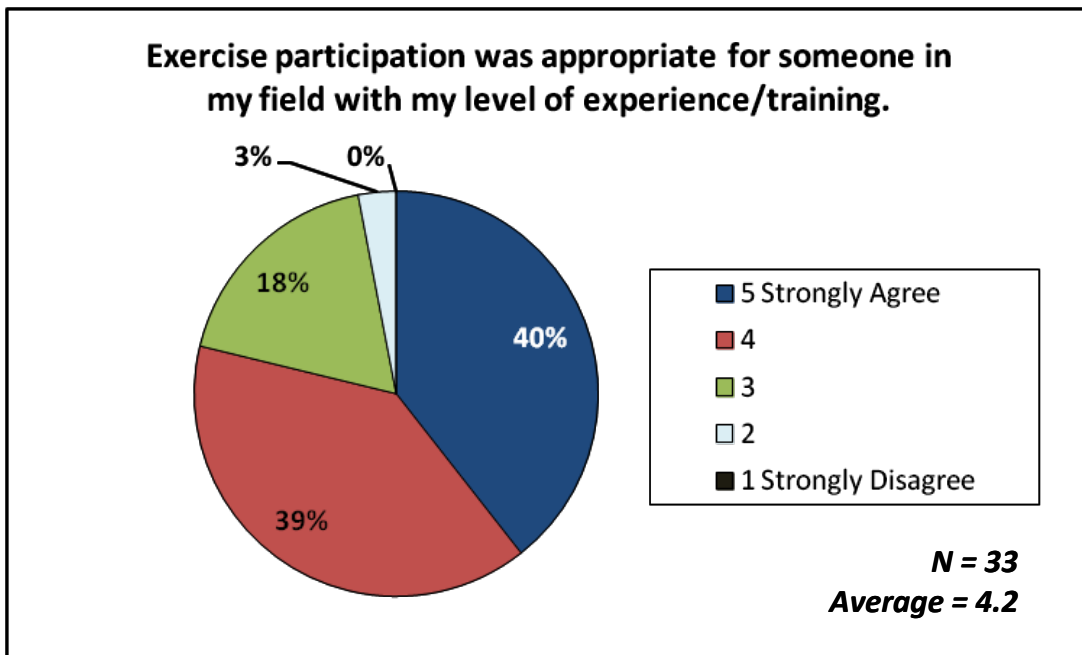
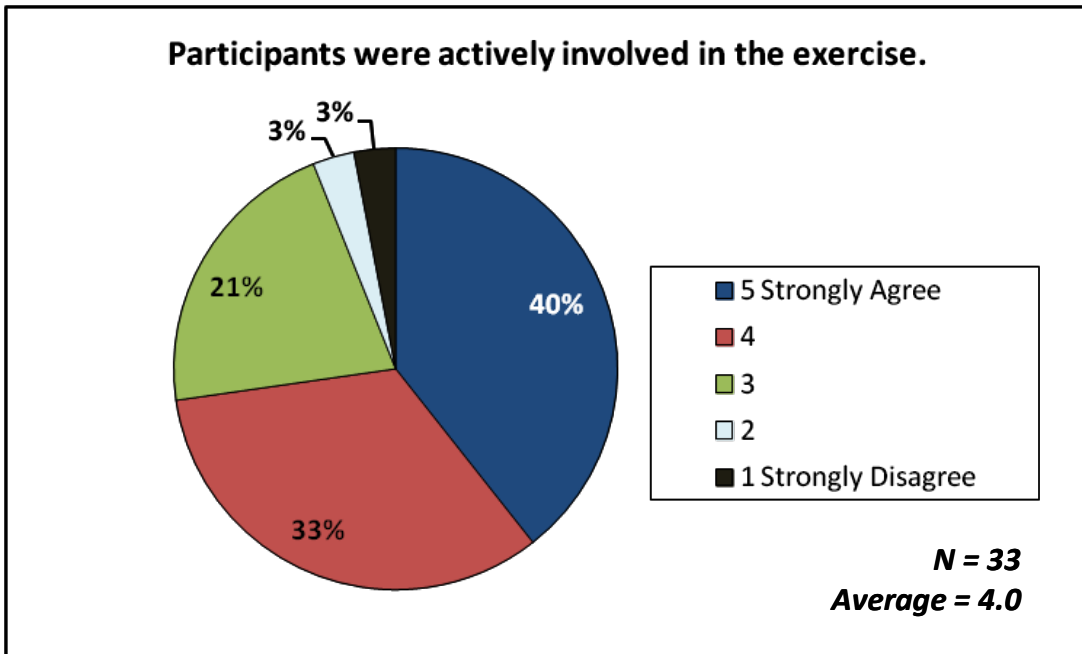
### Debris Removal TTX (cont'd)



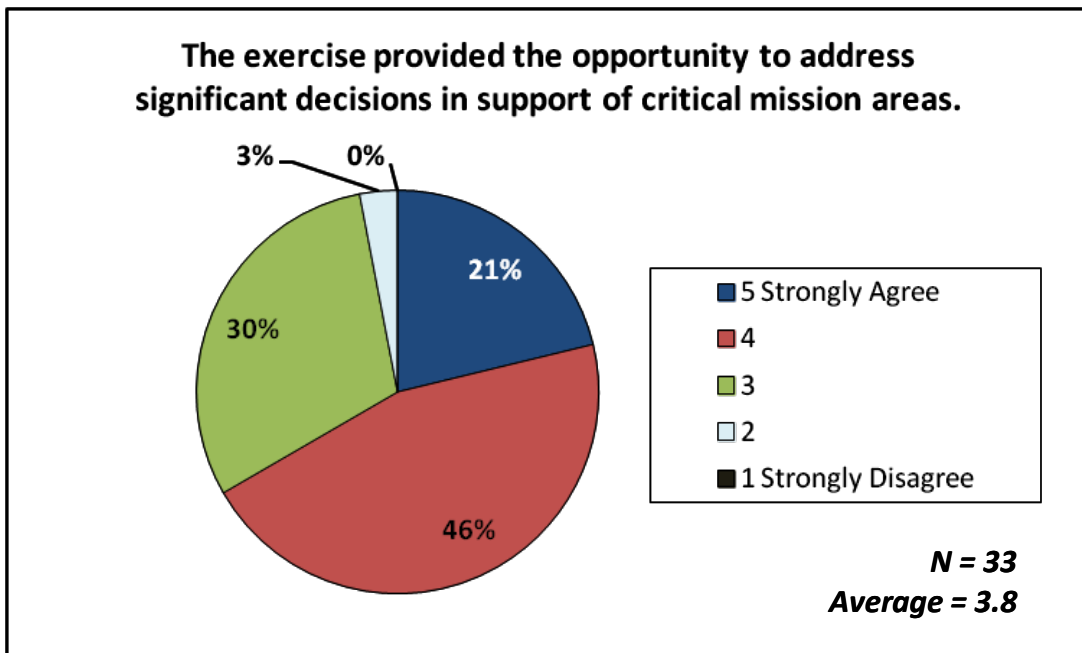
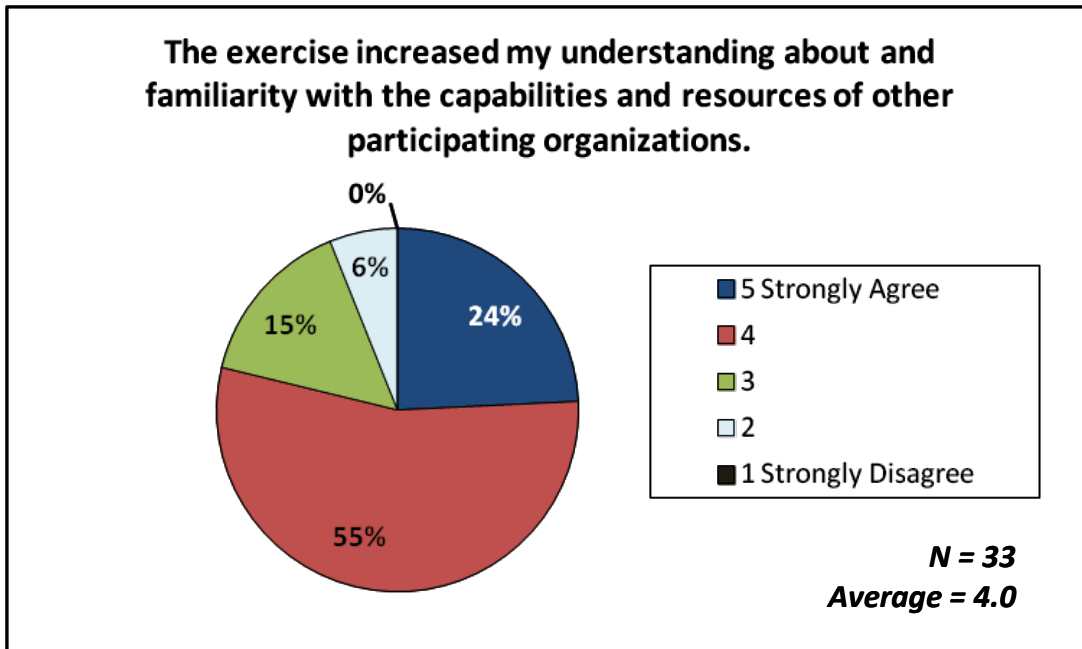
## Mass Care and Sheltering TTX – Participant Feedback Summary



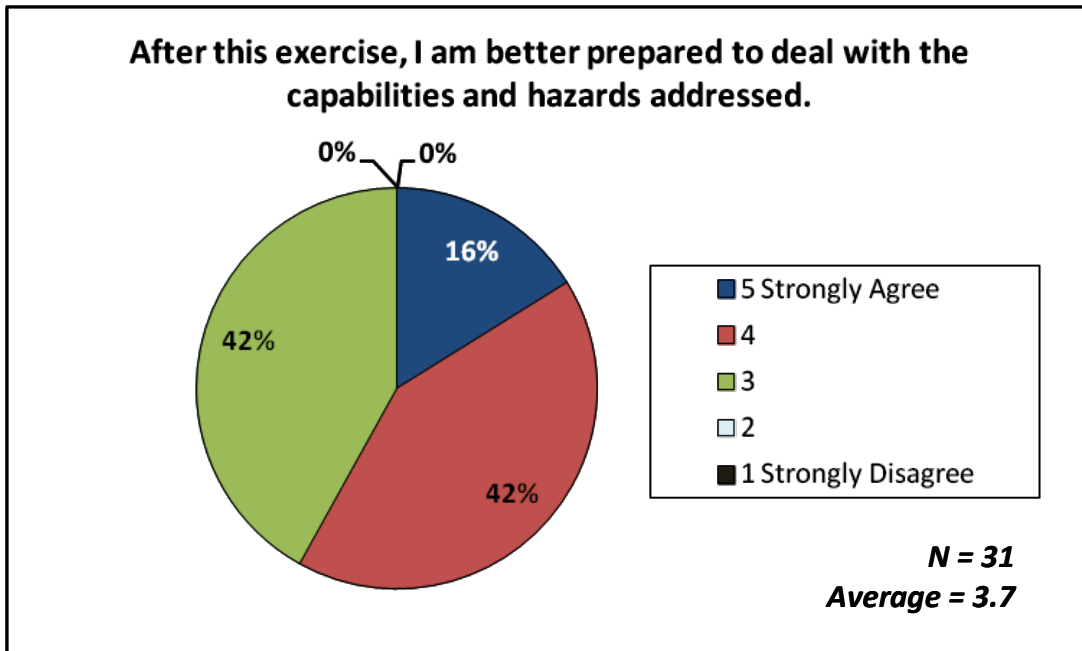
### Mass Care and Sheltering TTX (cont'd)



### Mass Care and Sheltering TTX (cont'd)

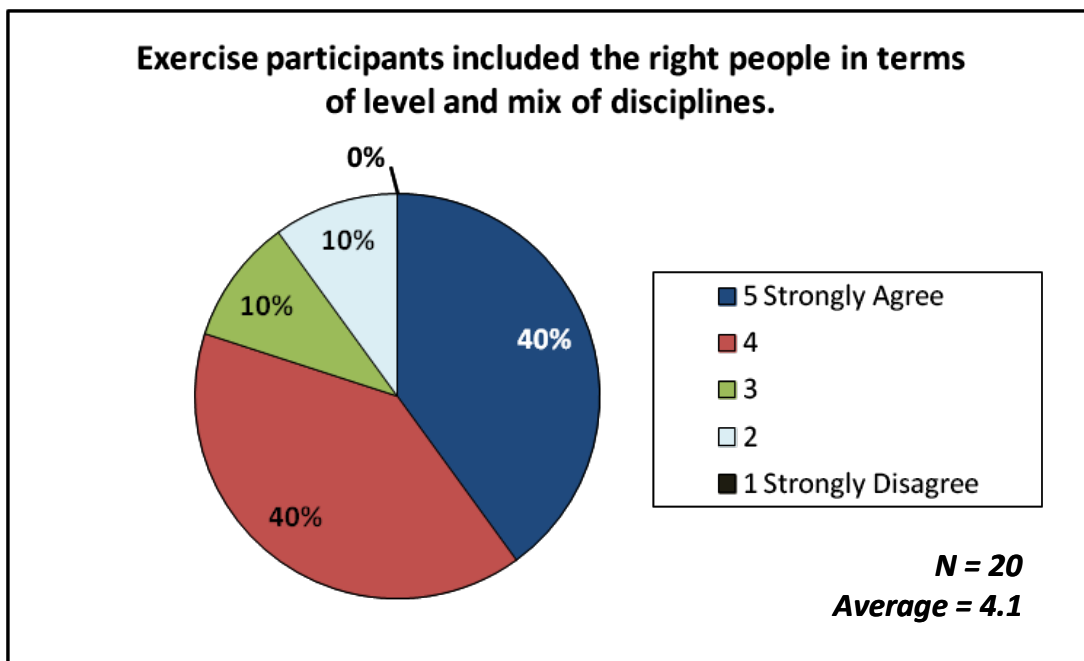
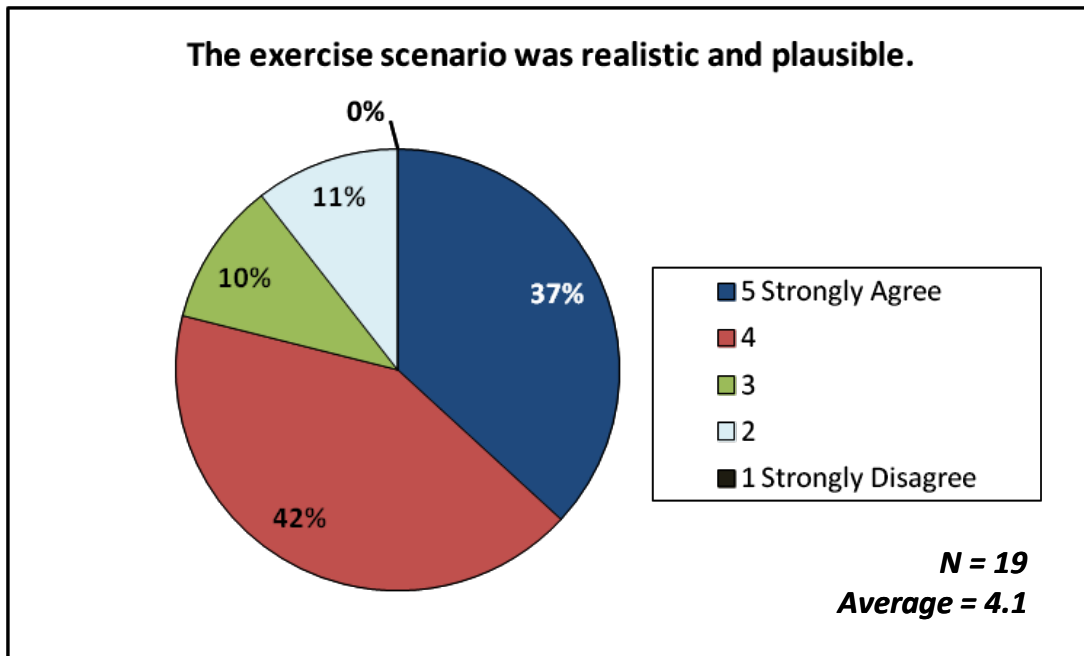


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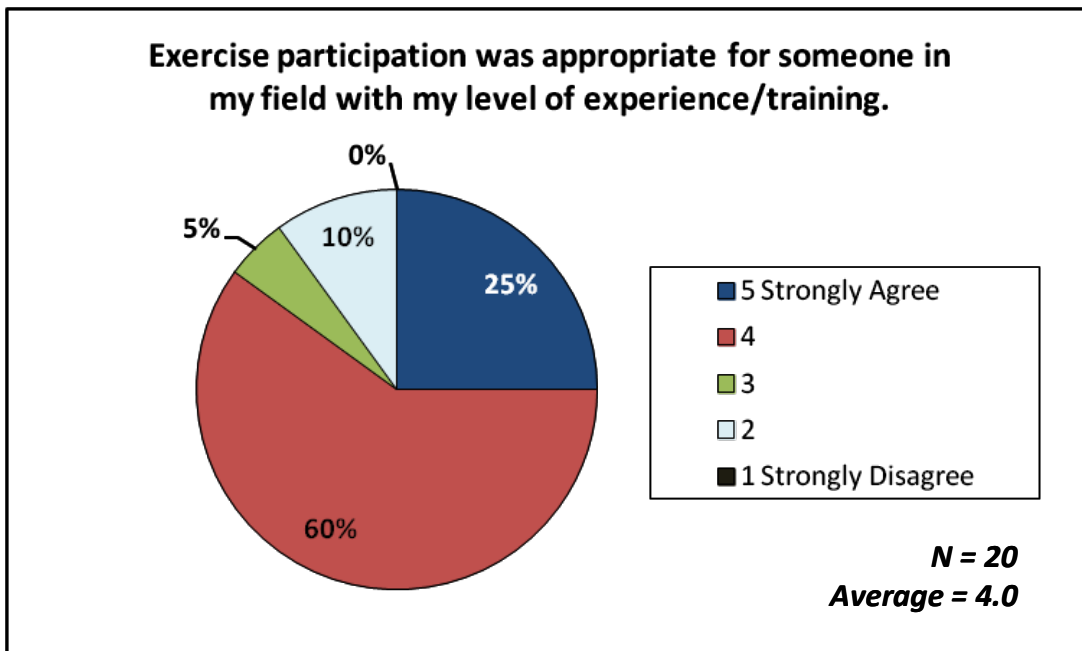
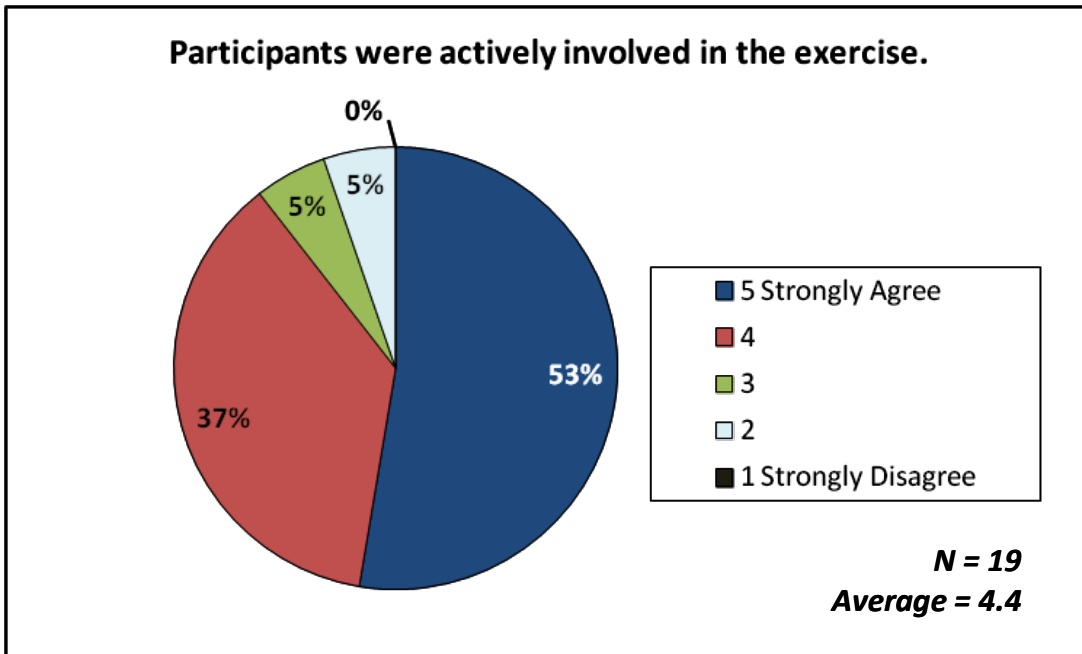




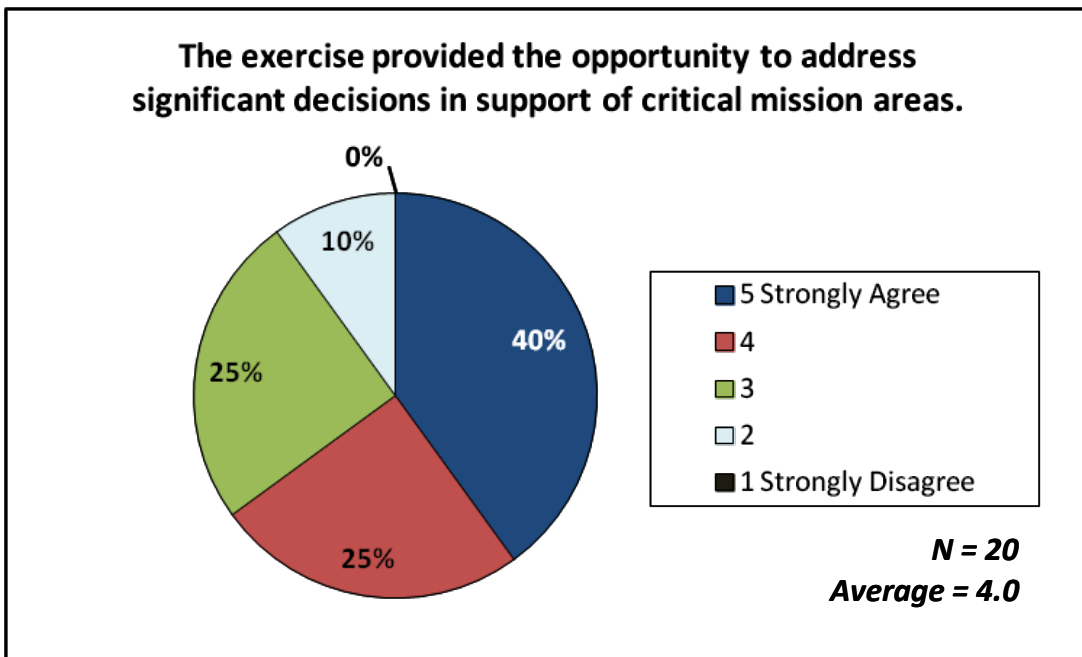
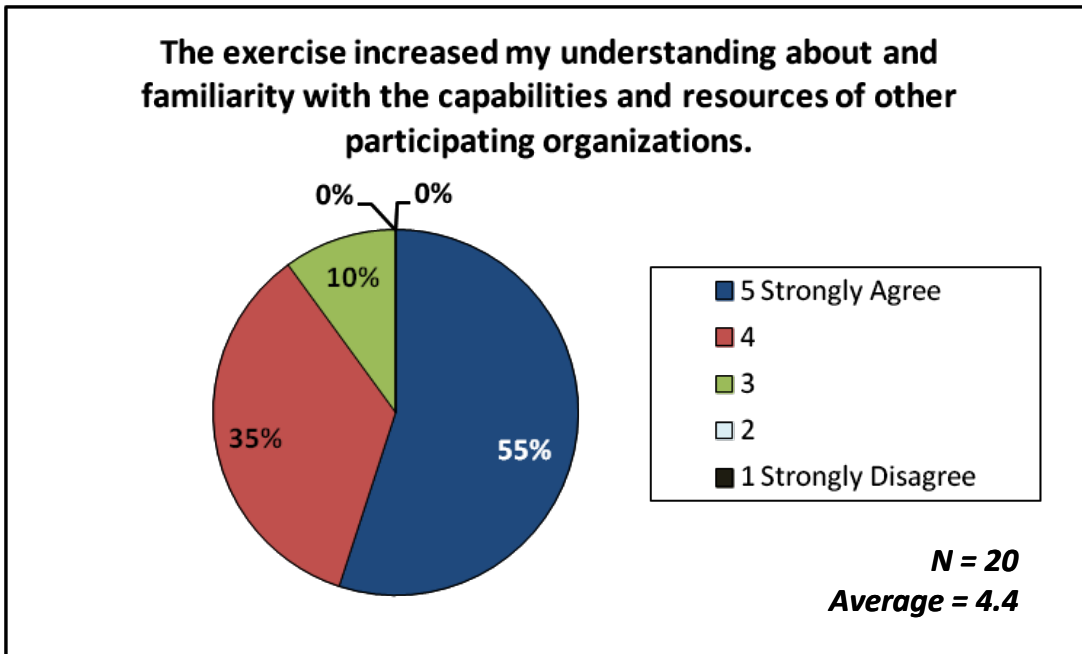
## Volunteer Management TTX – Participant Feedback Summary



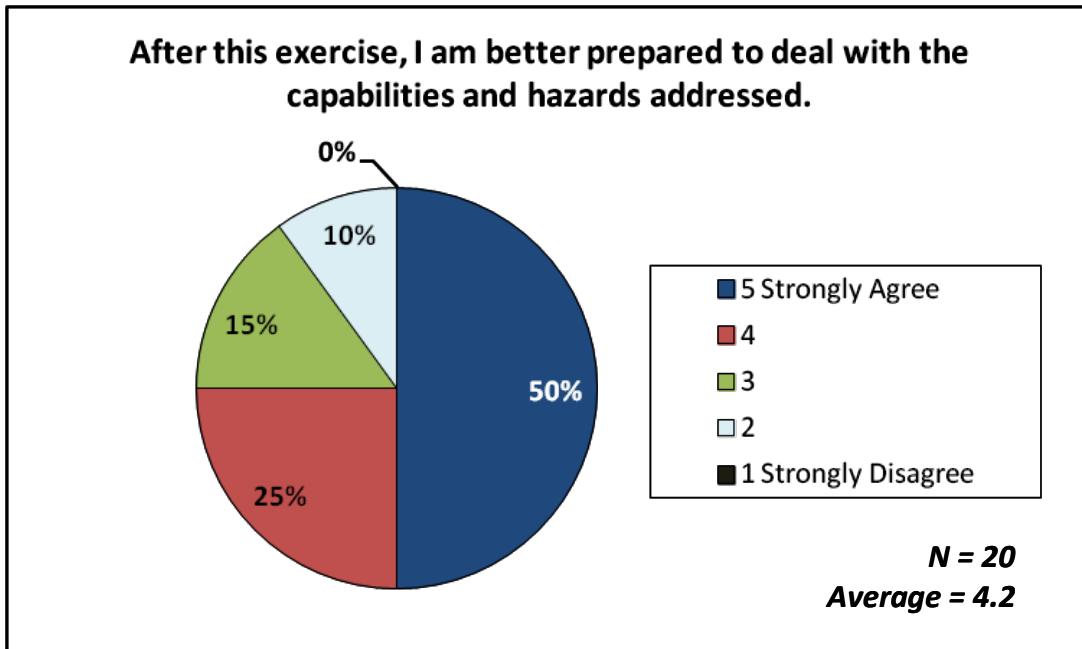
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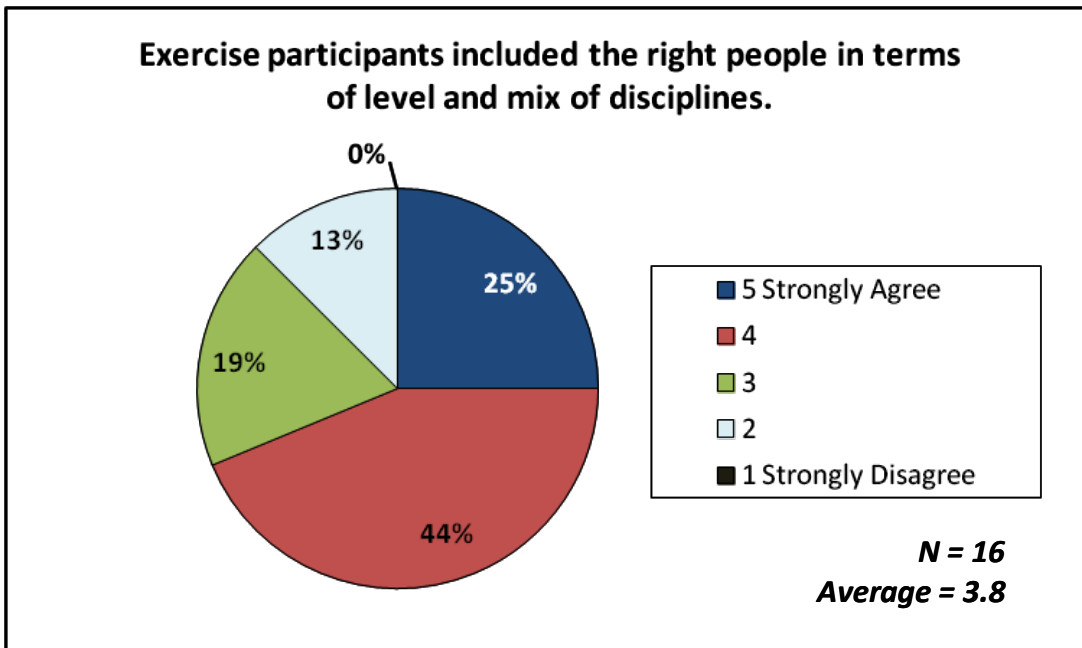
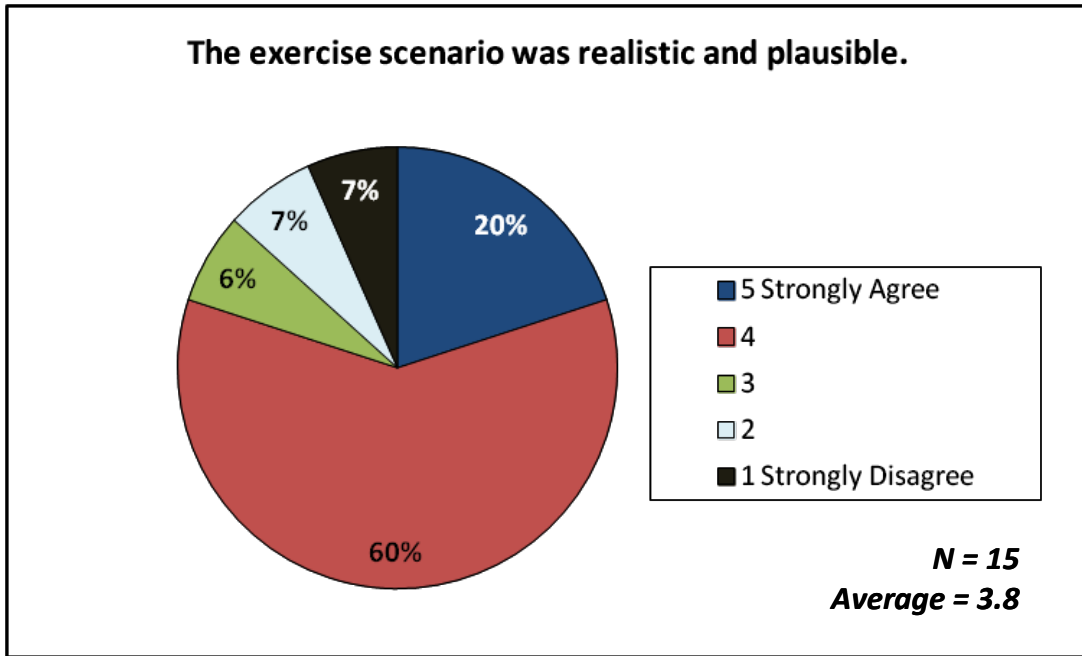
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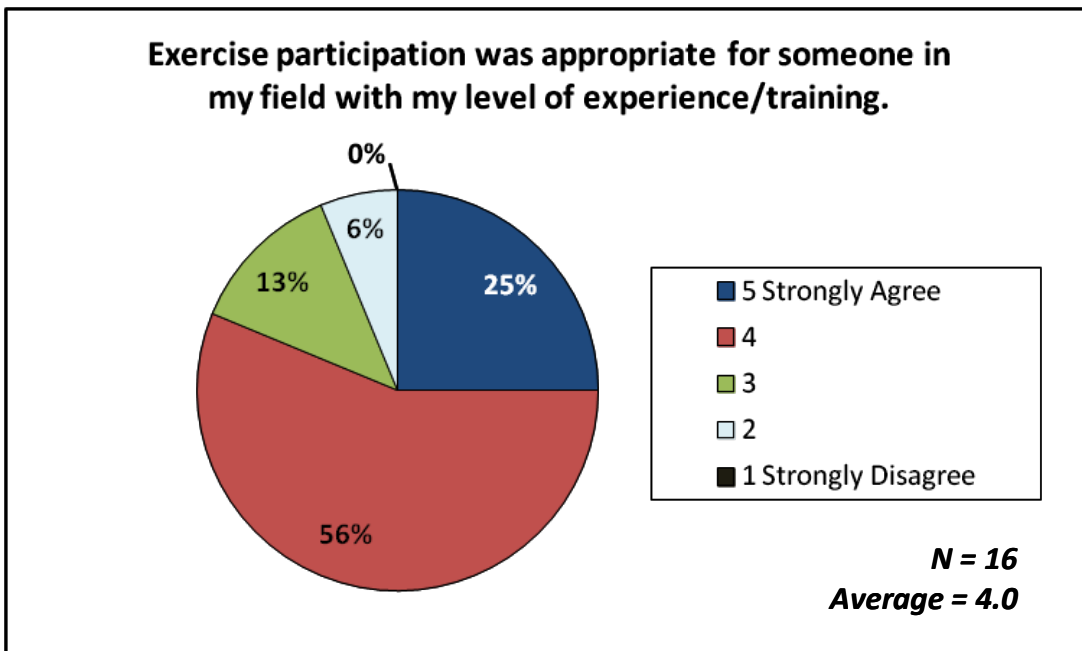
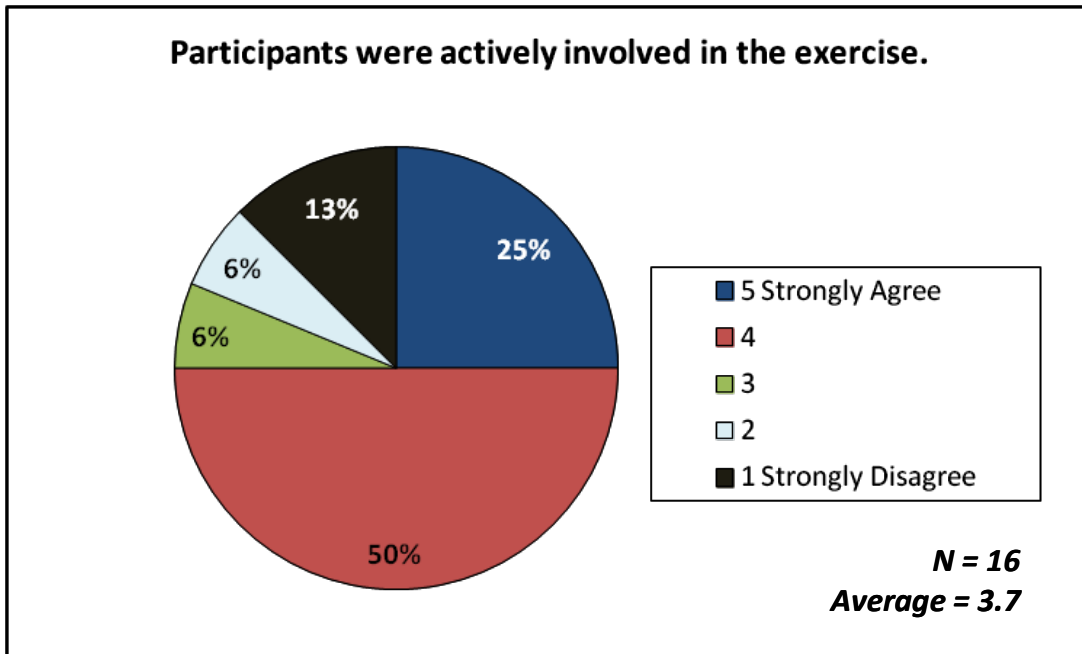
## Volunteer Management TTX (cont'd)



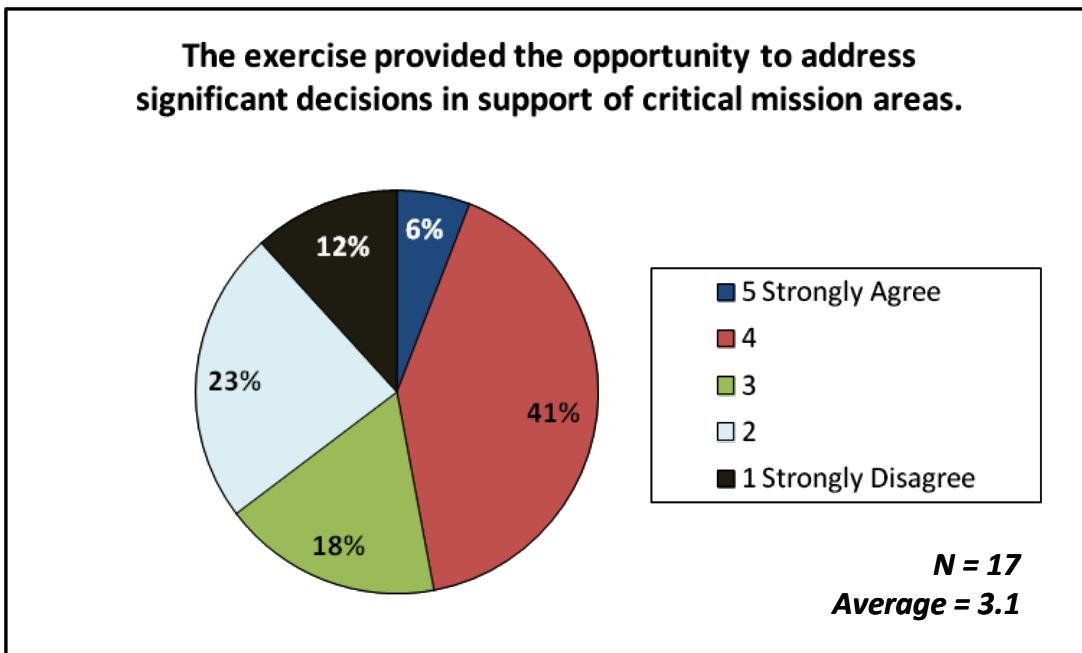
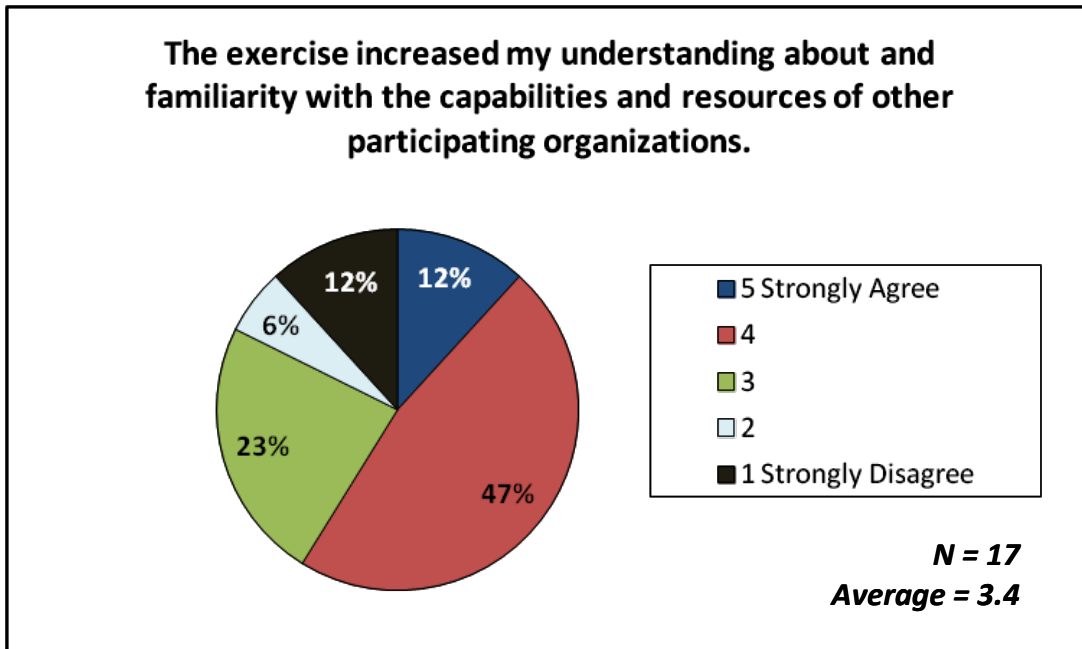
## Interim Housing TTX– Participant Feedback Summary



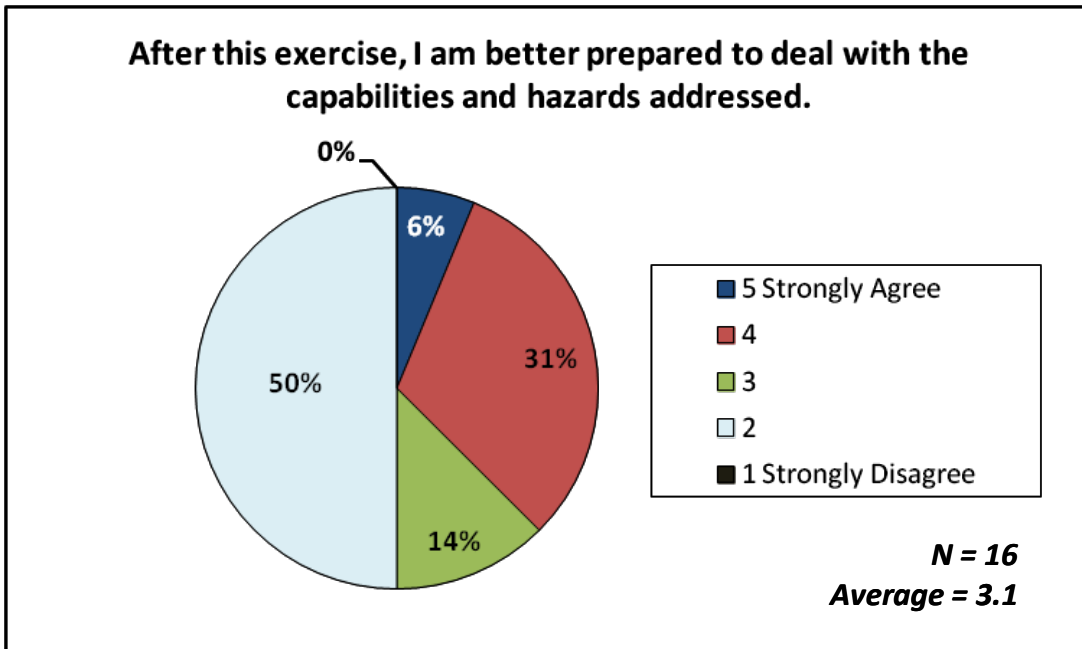
### Interim Housing TTX (cont'd)



### Interim Housing TTX (cont'd)

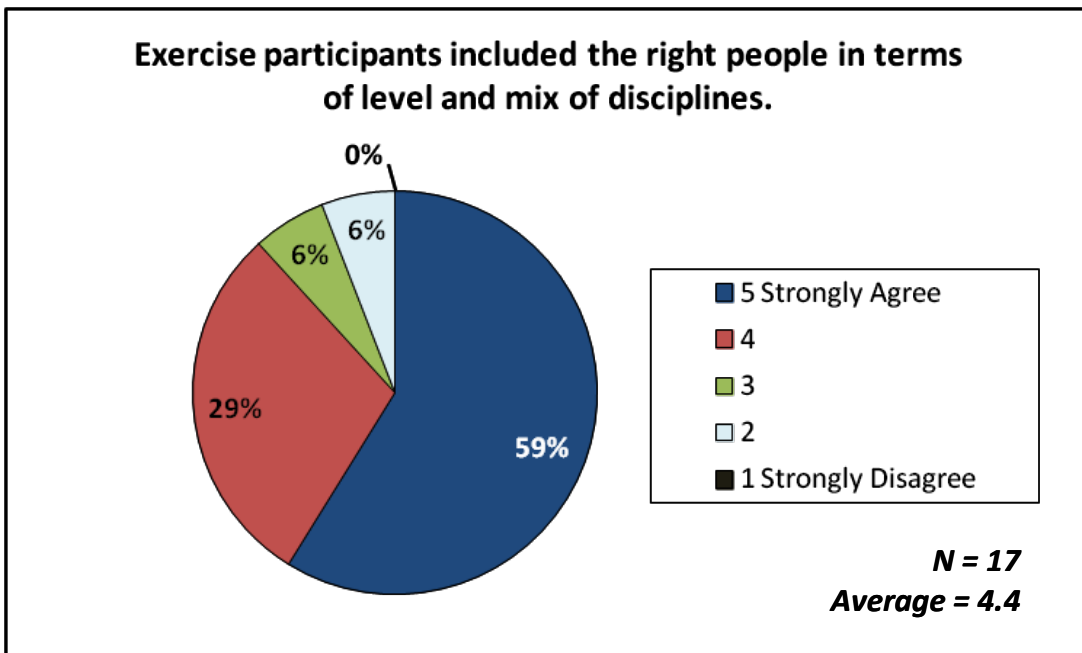
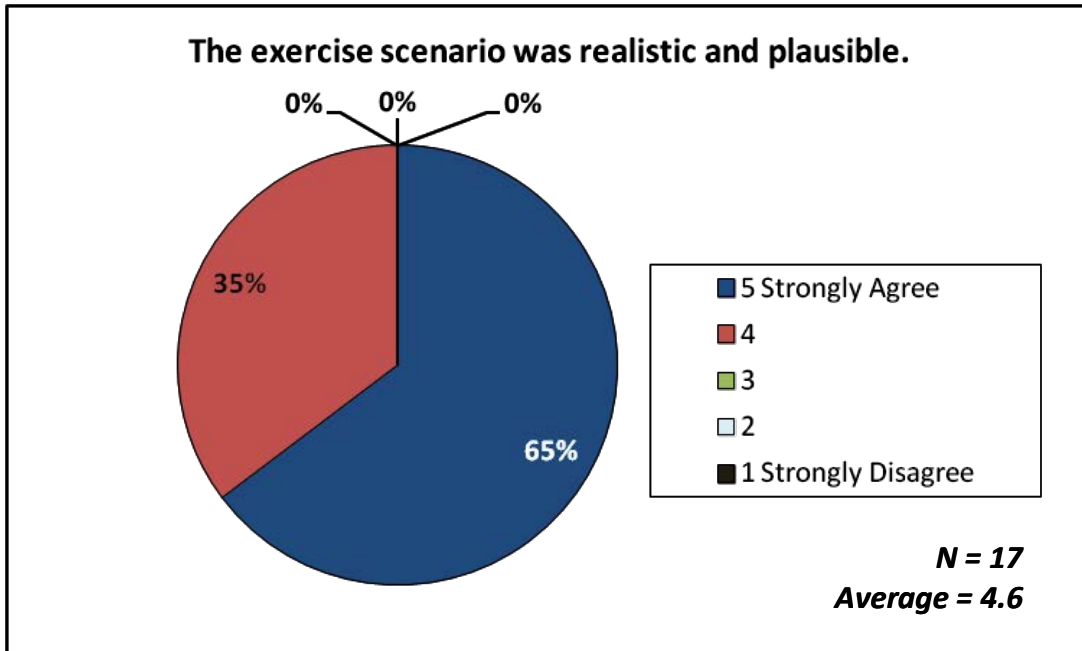


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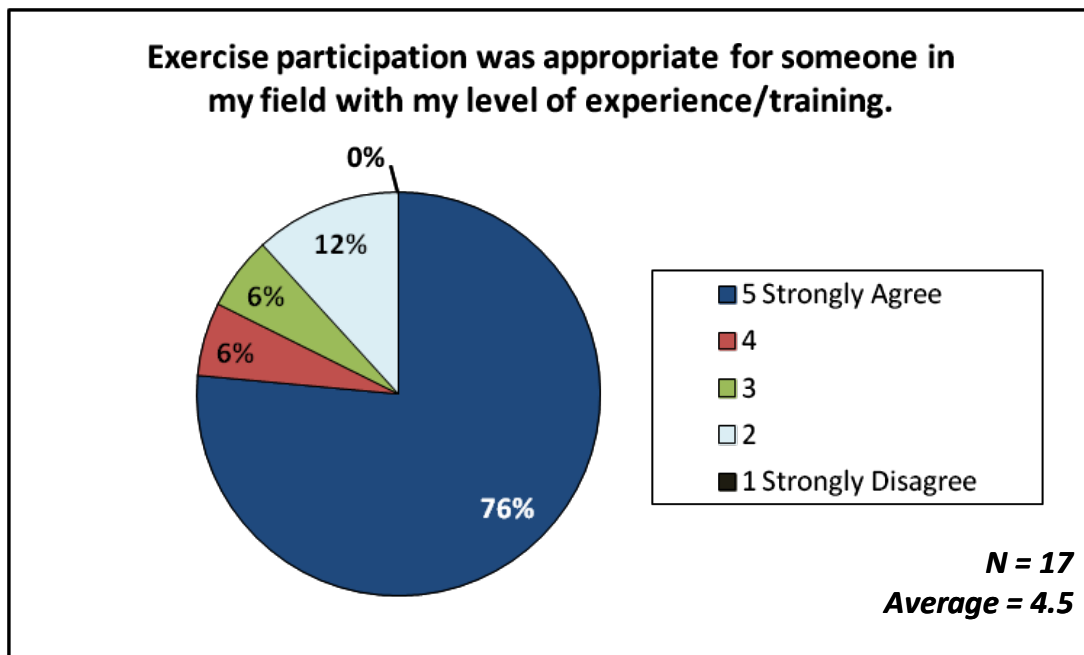
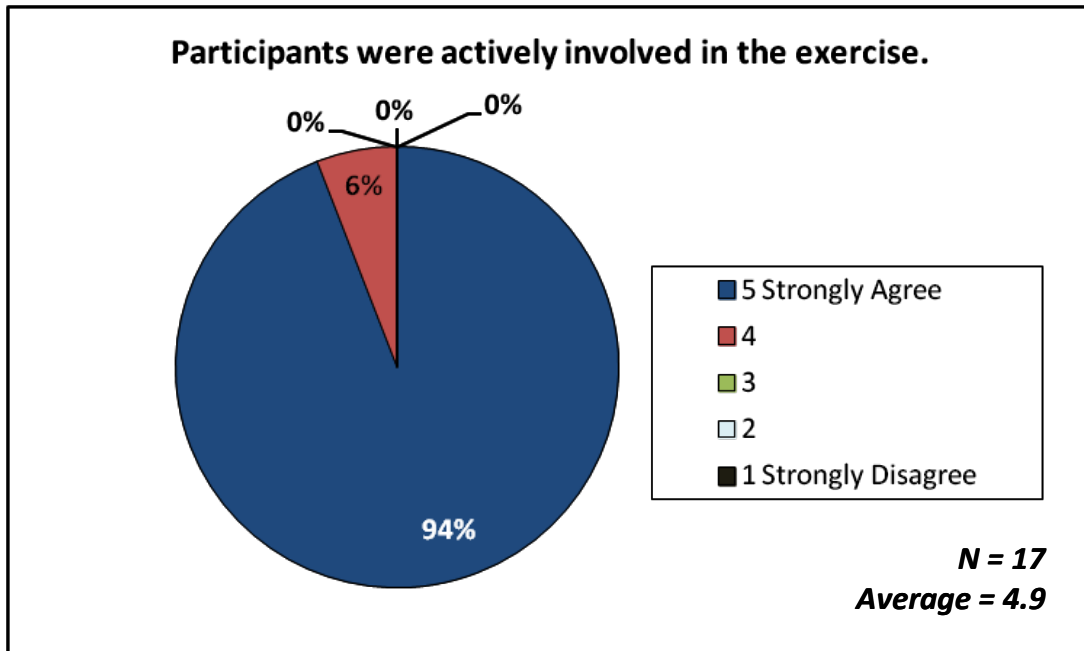




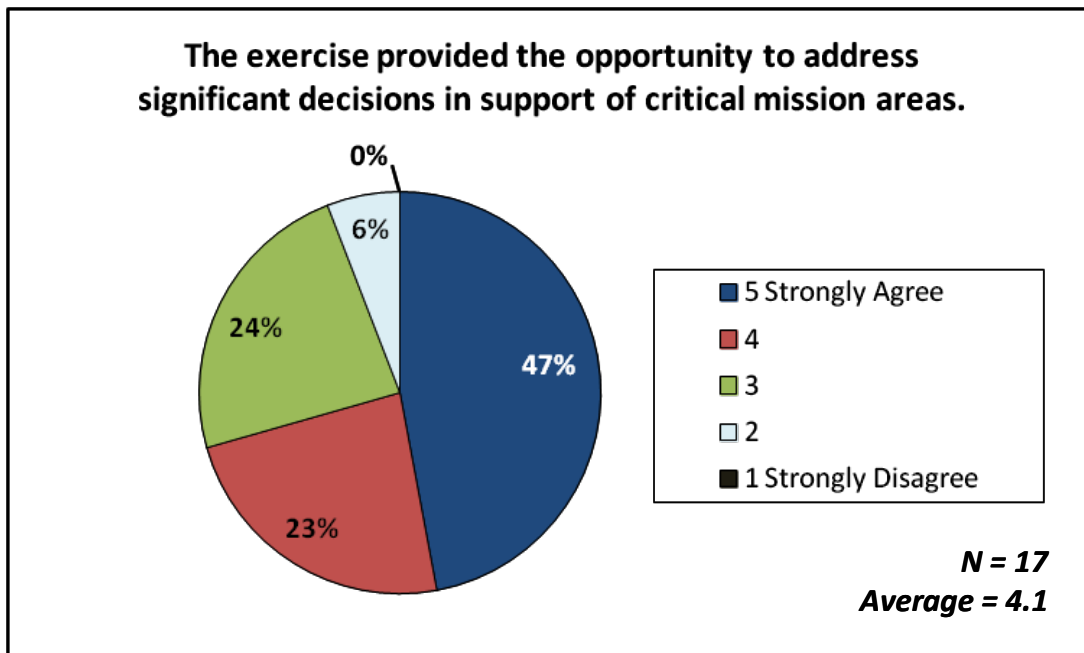
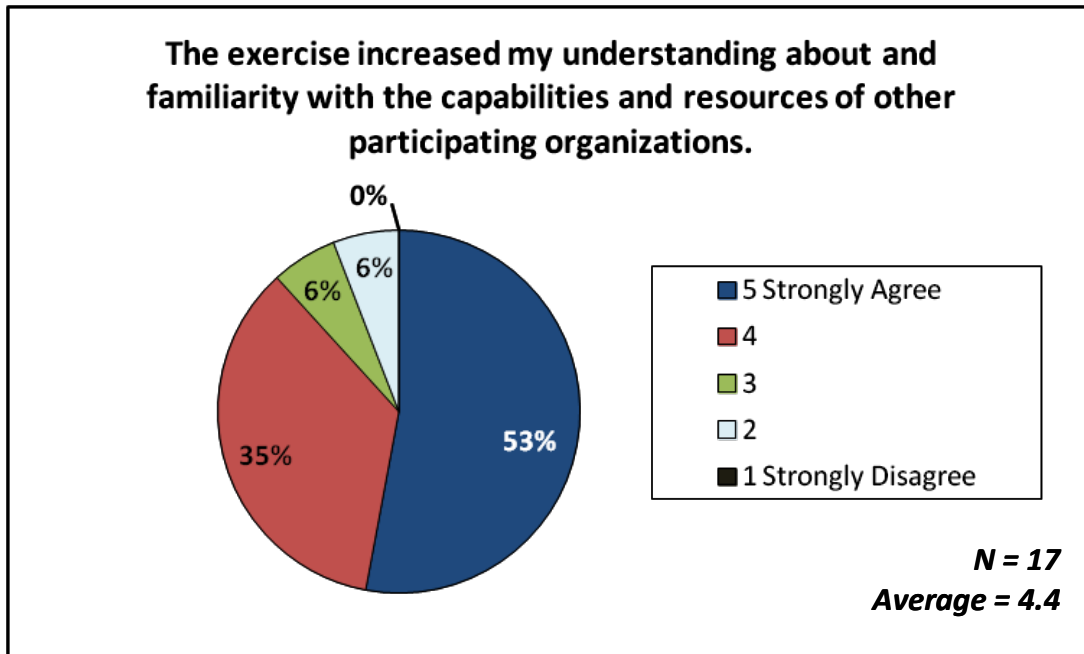
## Donations Management TTX– Participant Feedback Summary



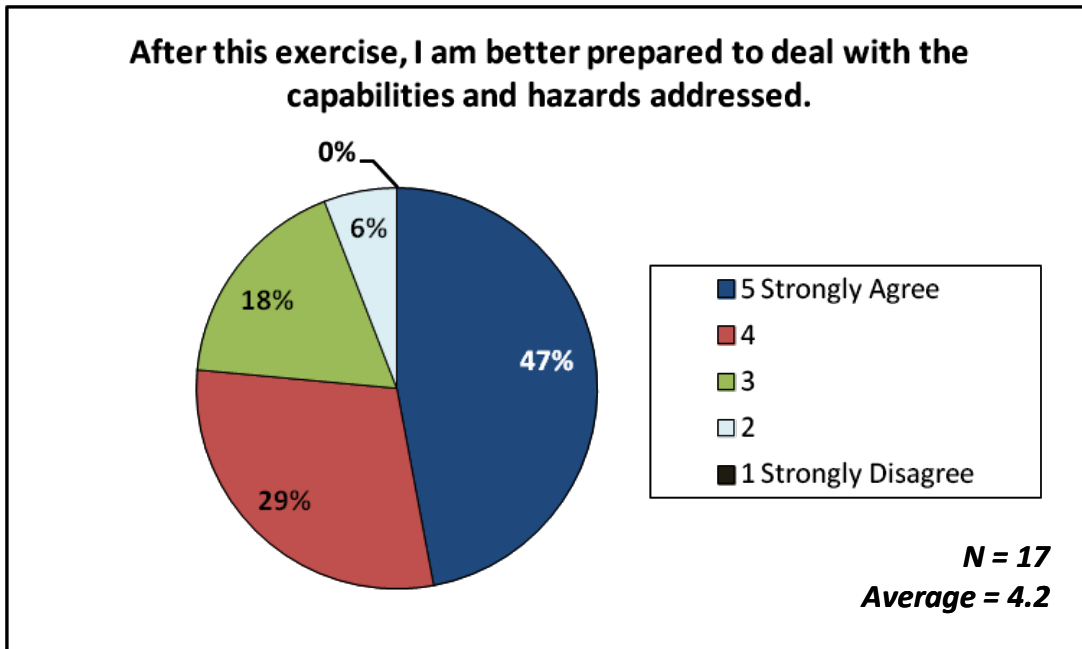
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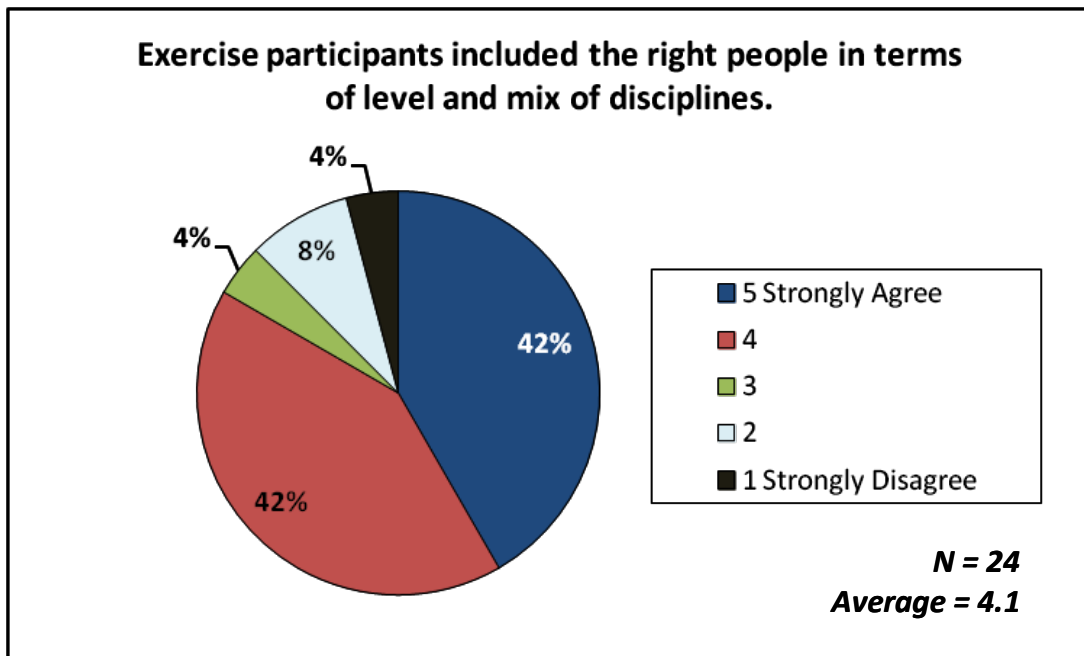
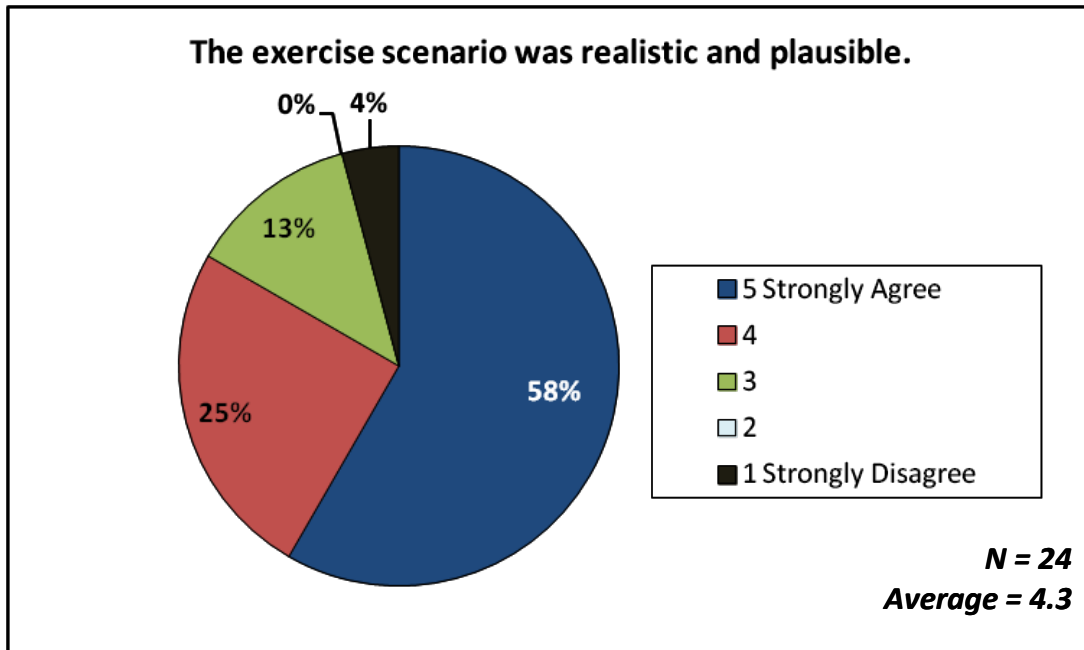
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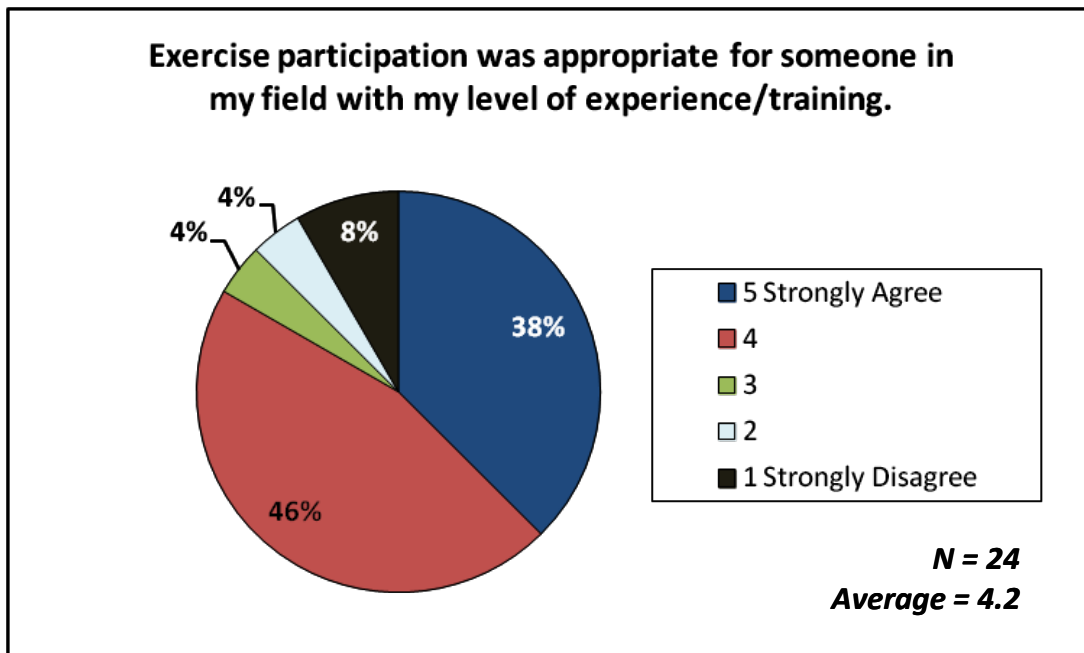
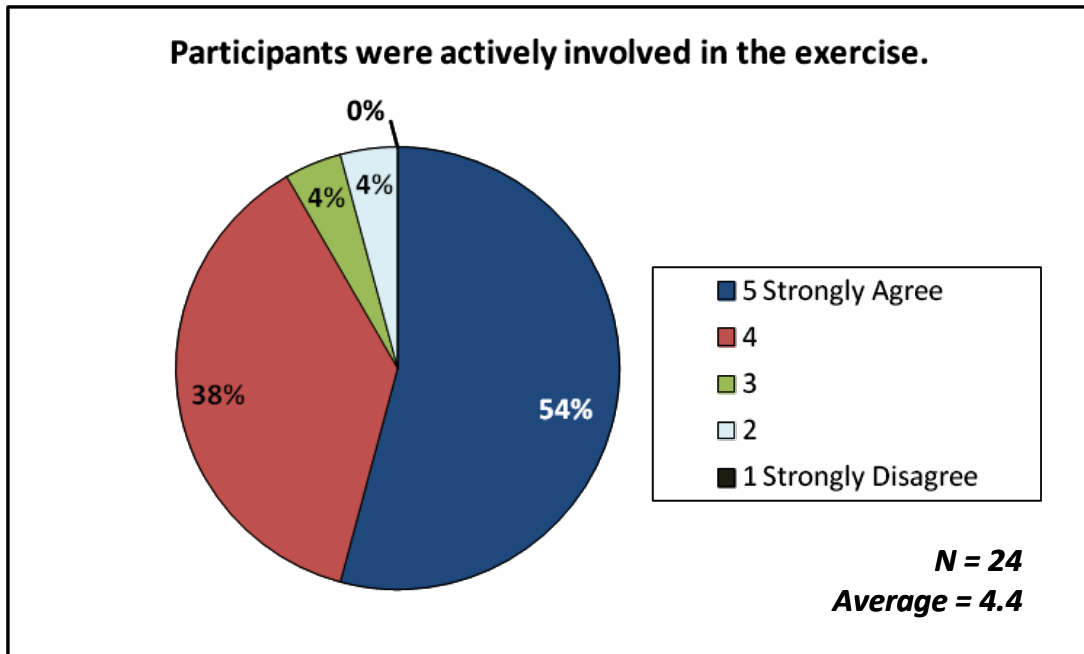
### Donations Management TTX (cont'd)



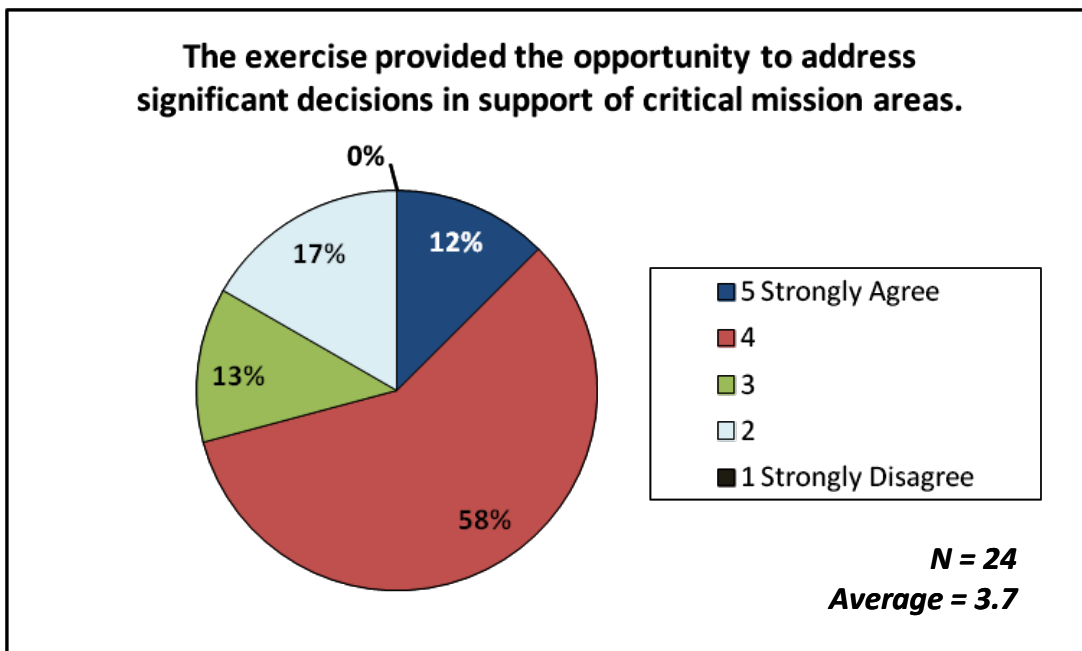
## Mass Transportation/Evacuation TTX– Participant Feedback Summary



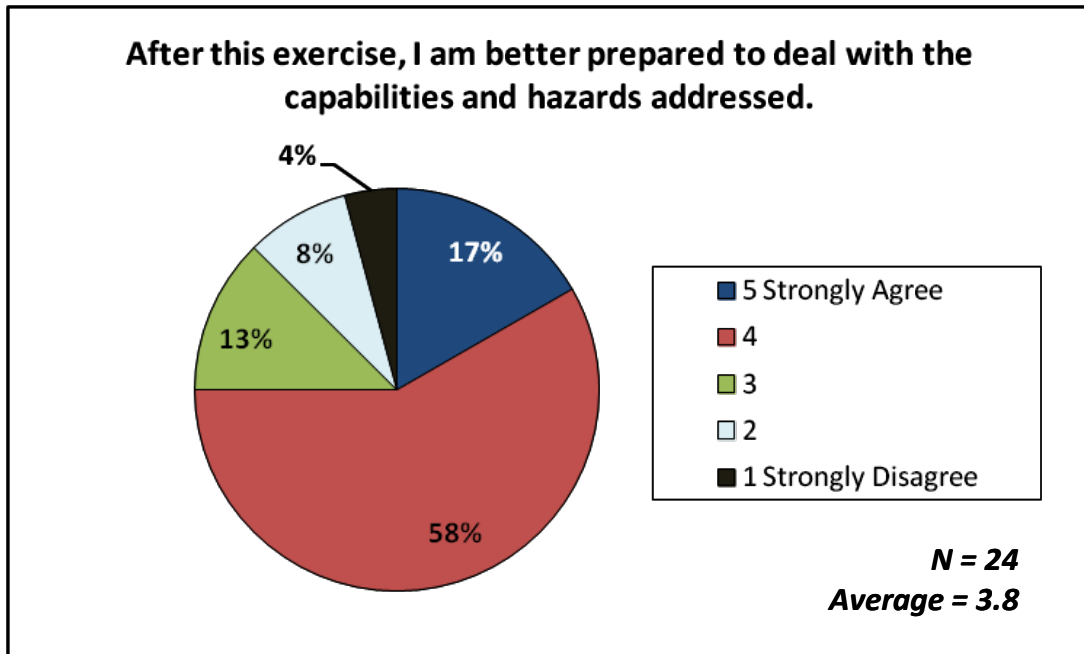
### Mass Transportation/Evacuation TTX (cont'd)



### Mass Transportation/Evacuation TTX (cont'd)



### Mass Transportation/Evacuation TTX (cont'd)





## APPENDIX D: ACRONYMS

AAR	After-Action Report
ARC	American Red Cross
BOC	Business Operations Center
Cal OES	California Governor's Office of Emergency Services
Caltrans	California Department of Transportation
CARES	California Animal Response in Emergency System
CDPH	California Department of Public Health
CERT	Community Emergency Response Team
CONOP	California Catastrophic Incident Base Plan
CONPLAN	San Francisco Bay Area Earthquake Readiness Response: Concept of Operations Plan
DCT	Donations Coordination Team
EF-6	California Emergency Function 6 Mass Care and Shelter
EF-17	California Emergency Function 17 Volunteer and Donations Management
EMAC	Emergency Management Assistance Compact
EMMA	Emergency Managers Mutual Aid
EOC	Emergency Operations Center
EOM	Emergency Operations Manual
EOP	Local Government Emergency Operations Plan
EOP	Emergency Operations Plan
EVC	Emergency Volunteer Center
FAST	Functional Assessment Service Teams
FEMA	Federal Emergency Management Agency
HSEEP	Homeland Security Exercise and Evaluation Program
IP	Improvement Plan
JFO	Joint Field Office
JIC	Joint Information Center
M	Magnitude
MOUs	Memoranda of Understanding
MTC	Metropolitan Transportation Commission
NGO	non-governmental organization
OES	Office of Emergency Services
RACES	Radio Amateur Civil Emergency Service
RCG	Regional Coordination Group
RCPGP	Regional Catastrophic Preparedness Grant Program
RECP	Regional Emergency Coordination Plan
REOC	Regional Emergency Operations Center
SEMS	Standardized Emergency Management System
SME	subject matter experts
SOC	State Operations Center
SOP	State Operations Plan
TTX	Tabletop Exercise
UASI	Urban Areas Security Initiative
UCG	Unified Coordination Group
VOAD	Voluntary Organizations Active in Disaster
WMD	Weapons of Mass Destruction

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## APPENDIX E: CAL OES LETTER

EDMUND G. BROWN JR.  
GOVERNOR

MARK S. GHILARDUCCI  
DIRECTOR



November 1<sup>st</sup>, 2013

Janell Myhre, Bay Area UASI Regional Program Manager  
Bay Area Urban Areas Security Initiative (UASI)  
711 Van Ness Avenue #420  
San Francisco, CA 94102

Subject: Cal OES Review of the 8 Bay Area Regional Catastrophic Earthquake Plans

Dear Ms. Myhre:

The California Governor's Office of Emergency Services (Cal OES) has reviewed the 8 "draft" Regional Catastrophic Preparedness Grant Program (RCPGP) Bay Area Urban Areas Security Initiative (BAUASI) Regional Catastrophic Earthquake Plans. The draft plans consist of:

- Debris Removal Plan\*
- Mass Transportation Evacuation Plan
- Mass Care and Shelter Plan
- Interim Housing Plan
- Volunteer Management Plan
- Donations Management Plan
- Mass Fatality Plan
- Logistics Plan

*\*not compliant with FEMA debris plan requirements*

Together with the current San Francisco Bay Area Earthquake Readiness Response: Concept of Operations Plan (CONPLAN), Bay Area county Emergency Operations Plans, and our Standardized Emergency Management System (SEMS), the RCPGP draft plans will ensure a more effective response to a catastrophic earthquake striking the region.

Cal OES is initiating the revision of the CONPLAN will be working with Operational Areas to ensure that all plans are aligned, in accordance with SEMS. Our goal for the RCPGP draft plans is to partner with the BAUASI and incorporate the draft plans as annexes into the updated CONPLAN and, where appropriate, into the Regional Emergency Coordination Plan (RECP).

3650 SCHRIEVER AVENUE MATHIE, CA 95655  
925.953.1402 TELEPHONE 925.953.1408 FAX

EDMUND G. BROWN JR.  
GOVERNOR



MARK S. GHILARDUCCI  
DIRECTOR

The Bay Area UASI Management team has demonstrated tireless leadership, dedication, communication, and coordination with all levels of government to develop these plans. Reaching consensus and ensuring consistency of the roles and responsibilities of government through these draft plans helps ensure local, State, and Federal responders have a framework to build upon as we train to exercise our CONPLAN. The resulting deliverables have many uses beyond the BAUASI and we encourage our Operational Areas and other emergency management partners to use or leverage the information in the 8 draft plans to create their own plans.

Cal OES looks forward to continuing our partnership with the BAUASI and the RCPGP as we strive to make our communities resilient to disasters.

Sincerely,

A handwritten signature in black ink, appearing to read 'J. Traversaro', is written over a faint, larger version of the signature.

Jodi Traversaro, Coastal Region Administrator  
Governor's Office of Emergency Services (Cal OES)

cc: Charles Simpson, Deputy Director for Response and Recovery, Cal OES  
Christina Curry, Deputy Director for Planning, Preparedness, and Prevention, Cal OES  
Brendan Murphy, Deputy Director for Finance and Administration, Cal OES  
Steve Sellers, Assistant Director for Response, Cal OES  
Jennifer Chappelle, Deputy Coastal Region Administrator, Cal OES  
Craig Dziedzic, General Manager Bay Area UASI  
Catherine Spaulding, Assistant General Manager Bay Area UASI

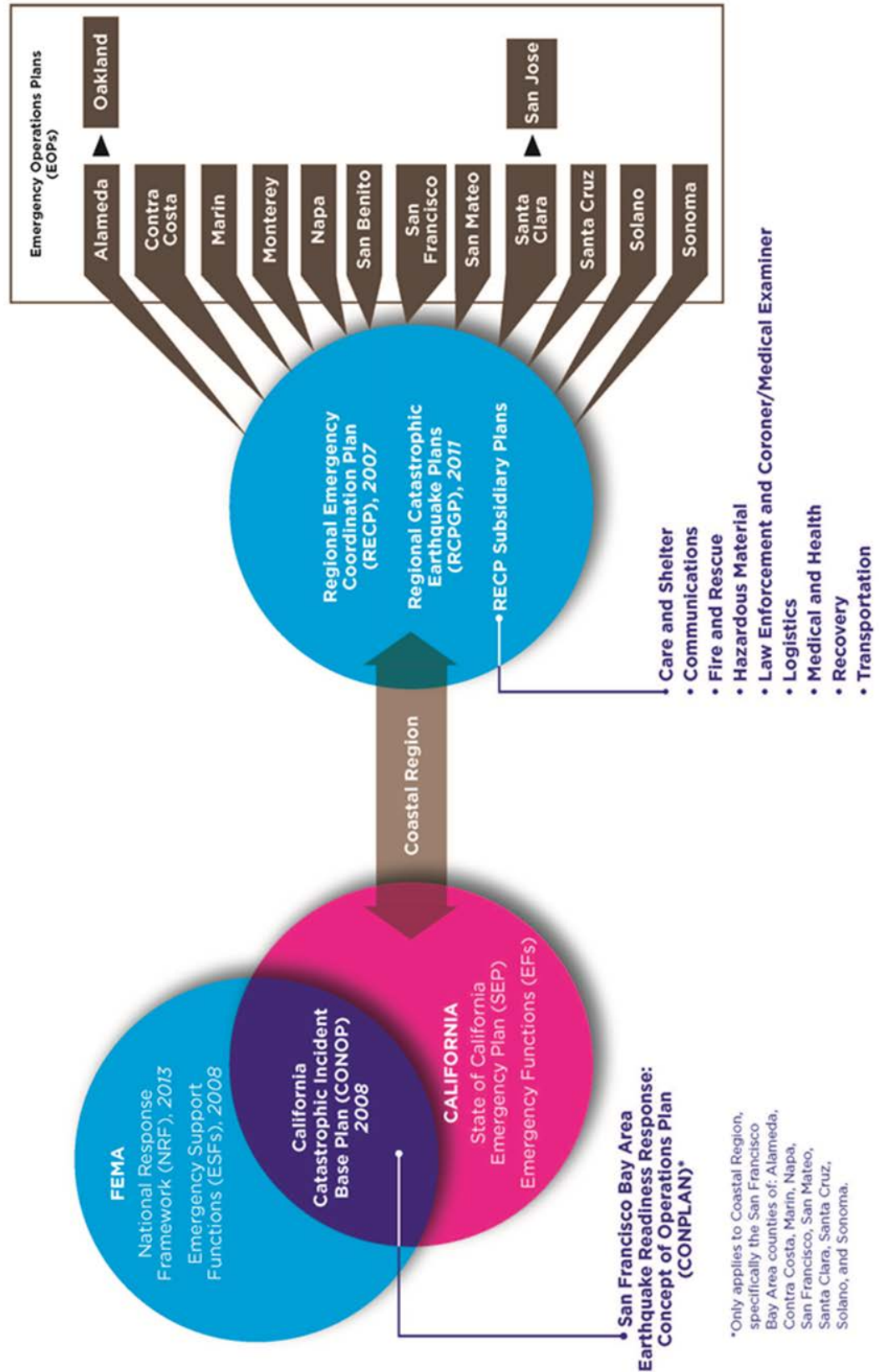
3650 SCHRIEVER AVENUE MATHIEP, CA 95655  
925.953.1402 TELEPHONE 925.953.1408 FAX

# APPENDIX F: PLAN RELATIONSHIP DIAGRAMS

**DRAFT**

## Emergency Plan Relationships

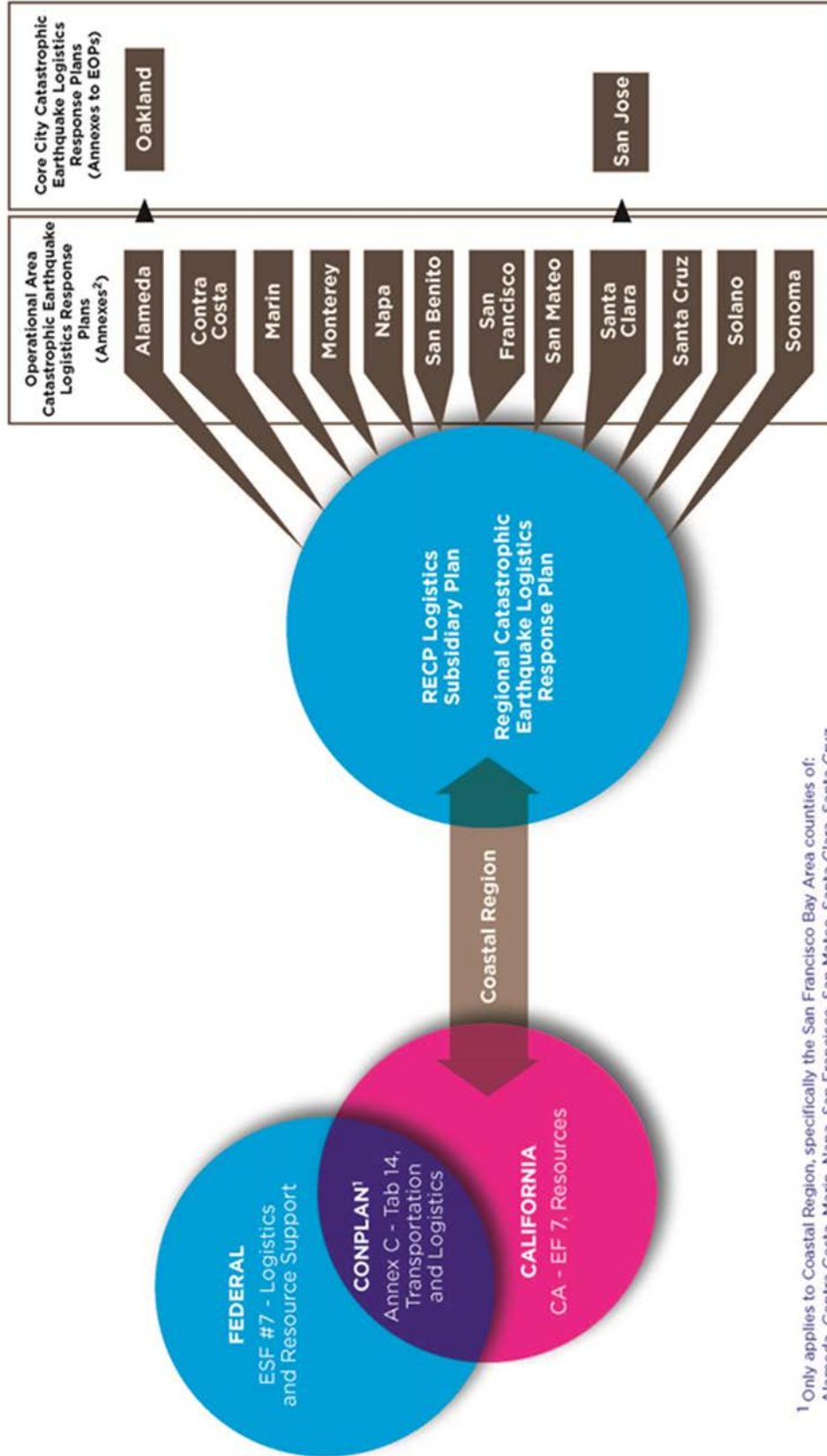
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**Logistics Plan Relationships**

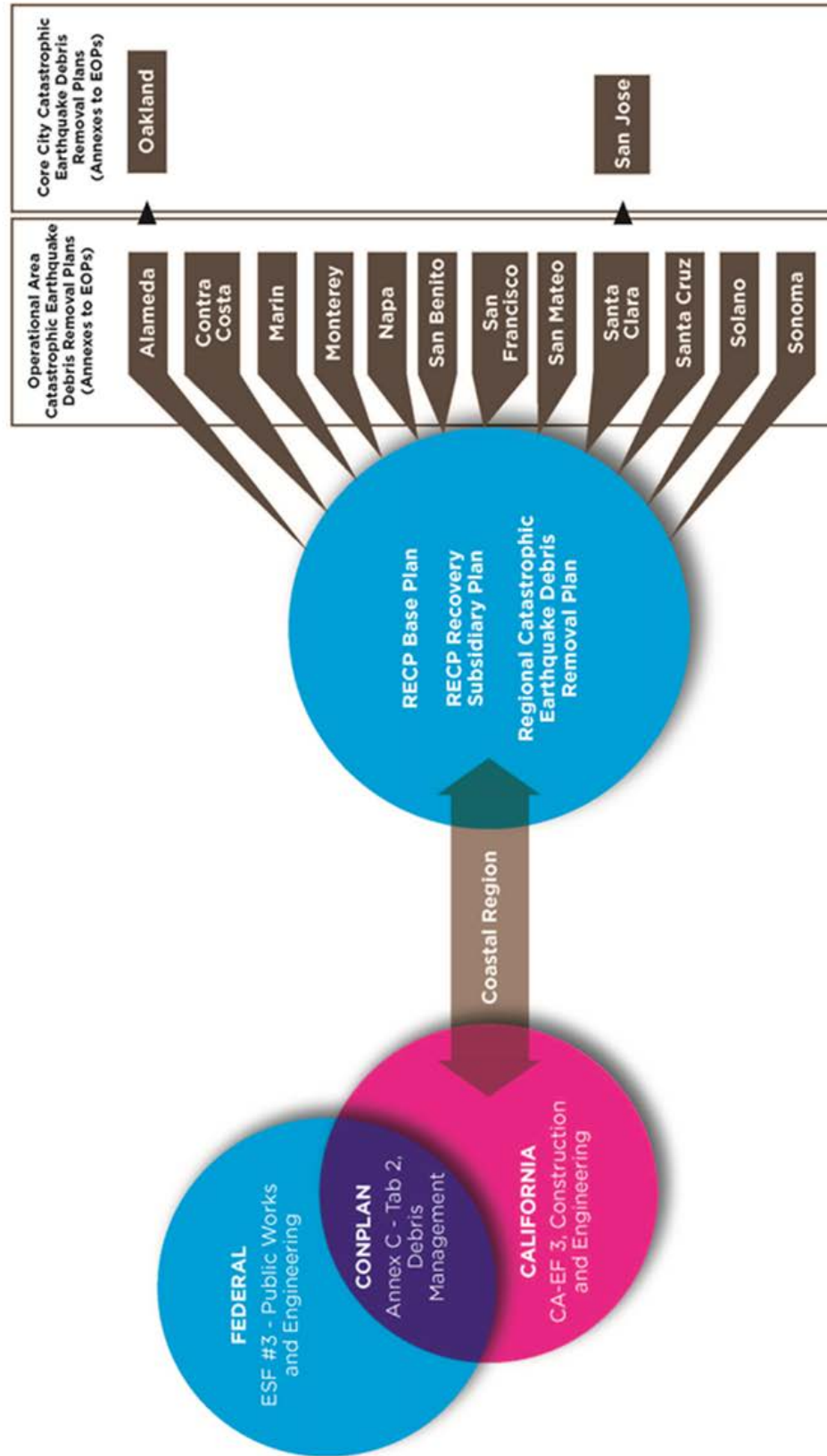
Federal ▶ State ▶ Region ▶ Operational Areas ▶ Local Governments



¹ Only applies to Coastal Region, specifically the San Francisco Bay Area counties of: Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, Santa Clara, Santa Cruz, Solano, and Sonoma.

² Operational Area plans are annexes to the Regional Catastrophic Earthquake Logistics Response Plan

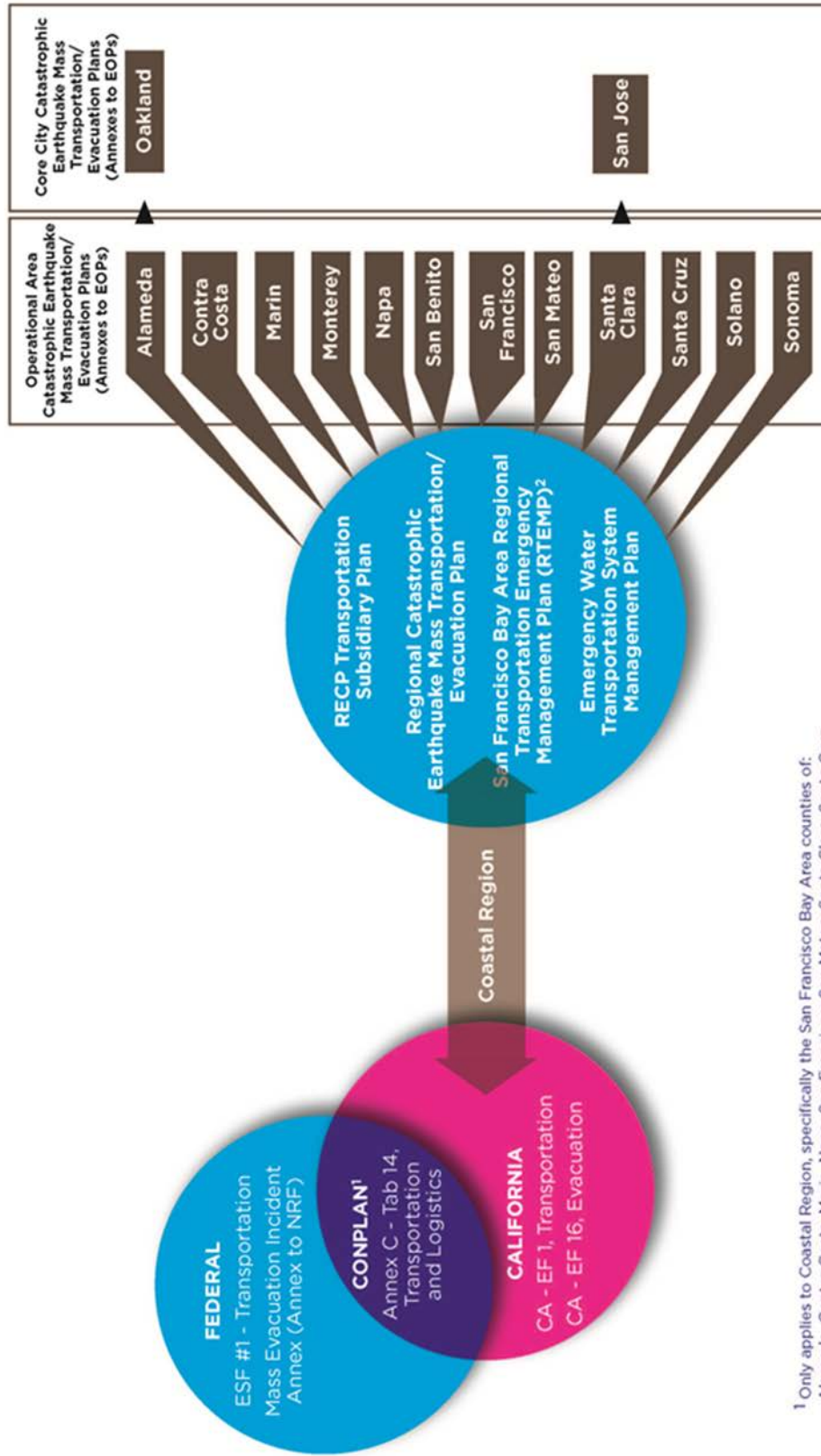
**DRAFT**  
**Debris Removal/Management Plan Relationships**  
Federal ▶ State ▶ Region ▶ Operational Areas ▶ Local Governments



**DRAFT**

**Transportation/Evacuation Plan Relationships**

Federal ▶ State ▶ Region ▶ Operational Areas ▶ Local Governments



<sup>1</sup> Only applies to Coastal Region, specifically the San Francisco Bay Area counties of: Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, Santa Clara, Santa Cruz, Solano, and Sonoma.

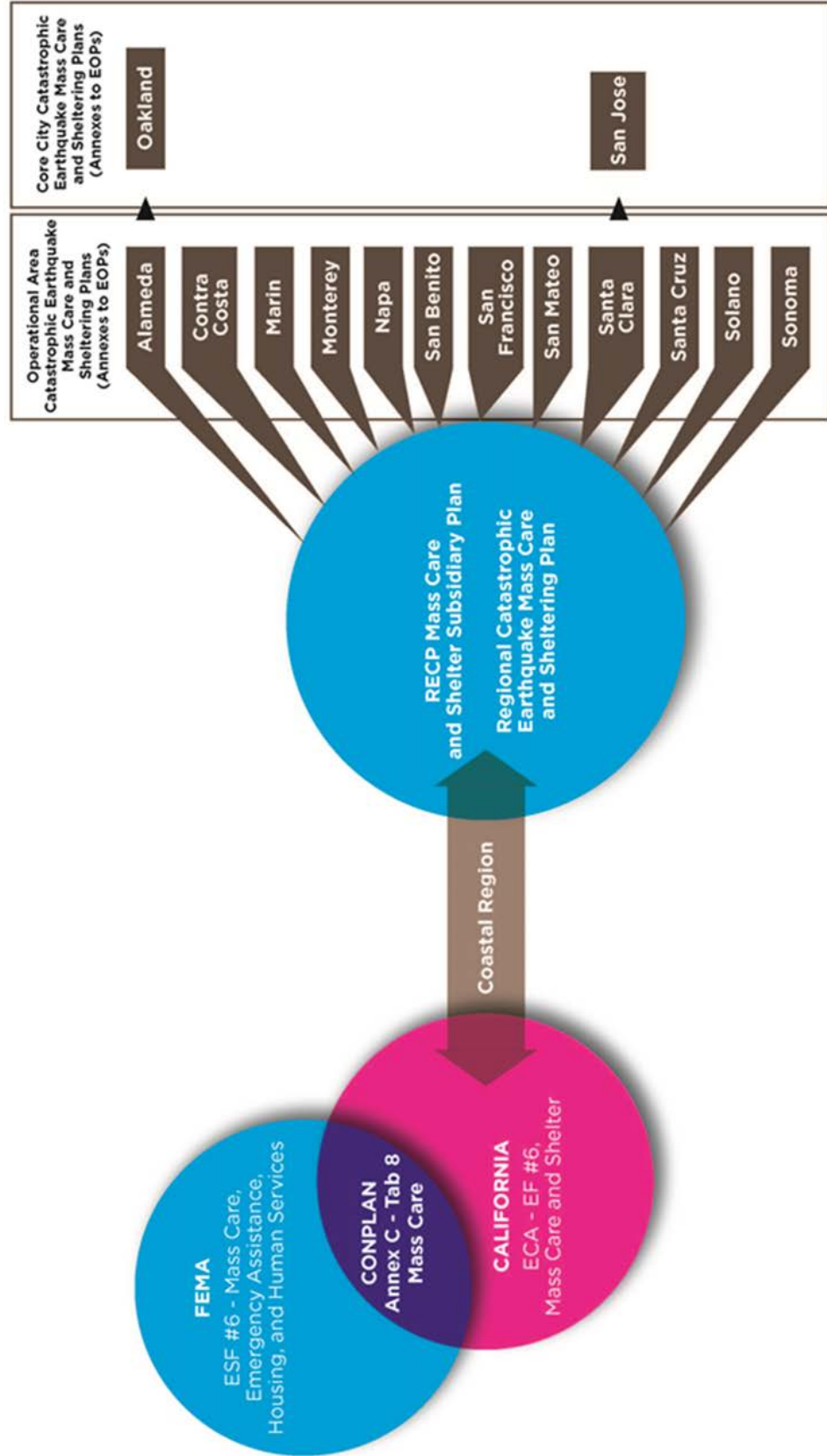
<sup>2</sup> MTCs jurisdiction covers the following counties: Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, Santa Clara, Solano and Sonoma.



**DRAFT**

**Mass Care and Sheltering Plan Relationships**

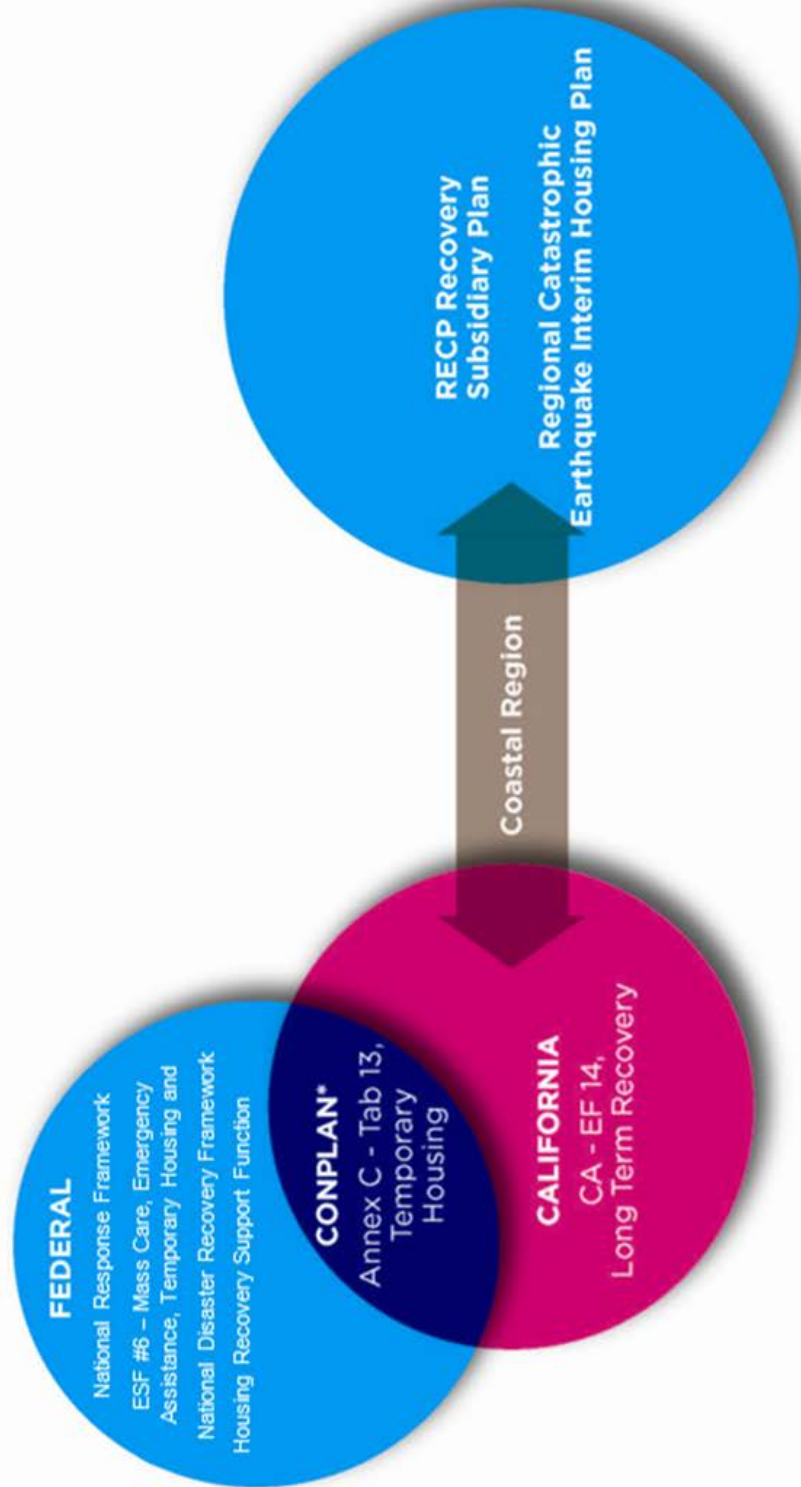
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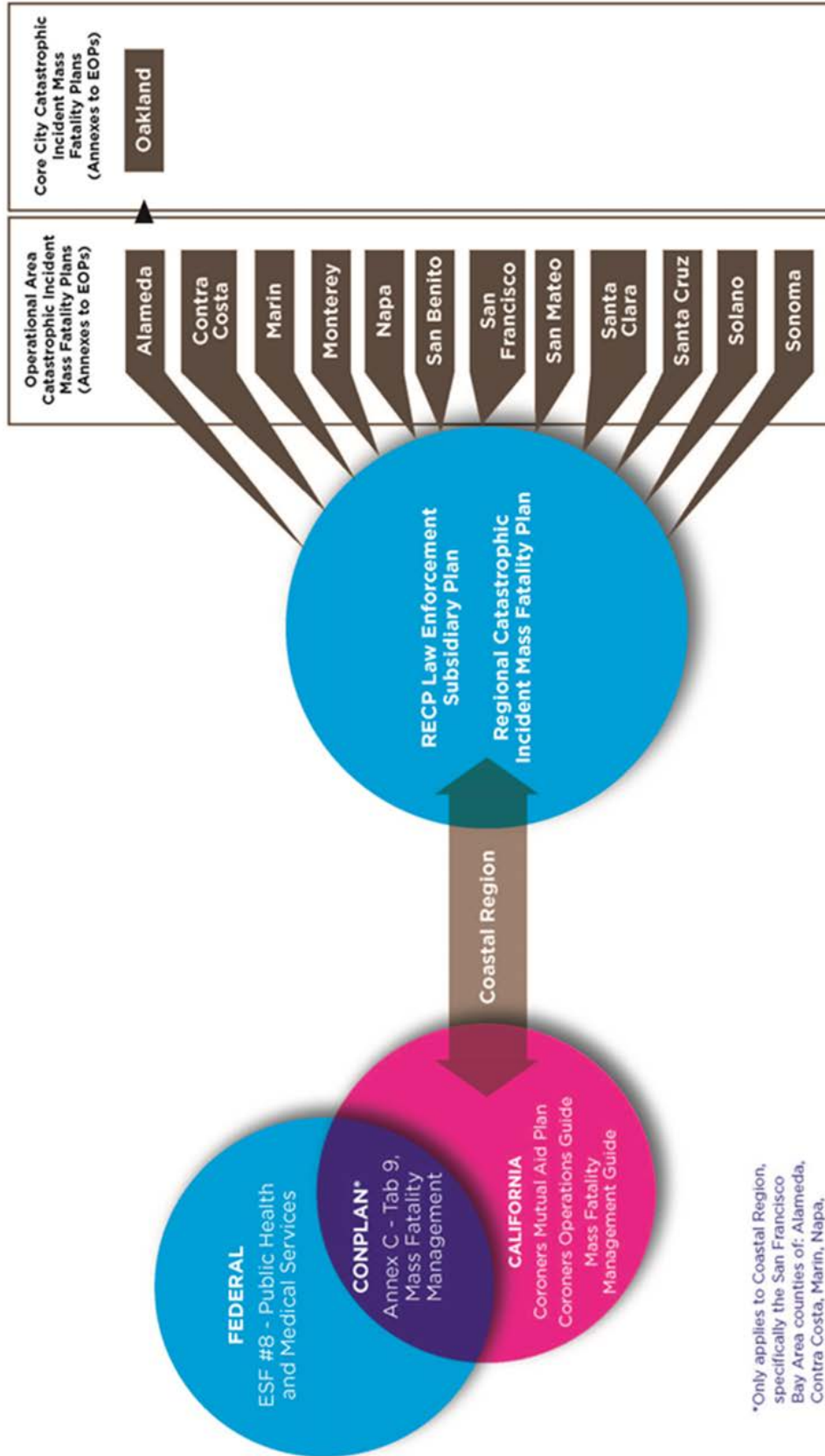
### Interim Housing Plan Relationships

Federal ▶ State ▶ Region ▶ Operational Areas ▶ Local Governments



\* Other than Marin County it is unknown or assumed that the other San Francisco Bay Area Operational Area and Core Cities lack plans that specifically address Interim Housing.

**DRAFT**  
**Mass Fatality Management Plan Relationships**  
Federal ▶ State ▶ Region ▶ Operational Areas ▶ Local Governments

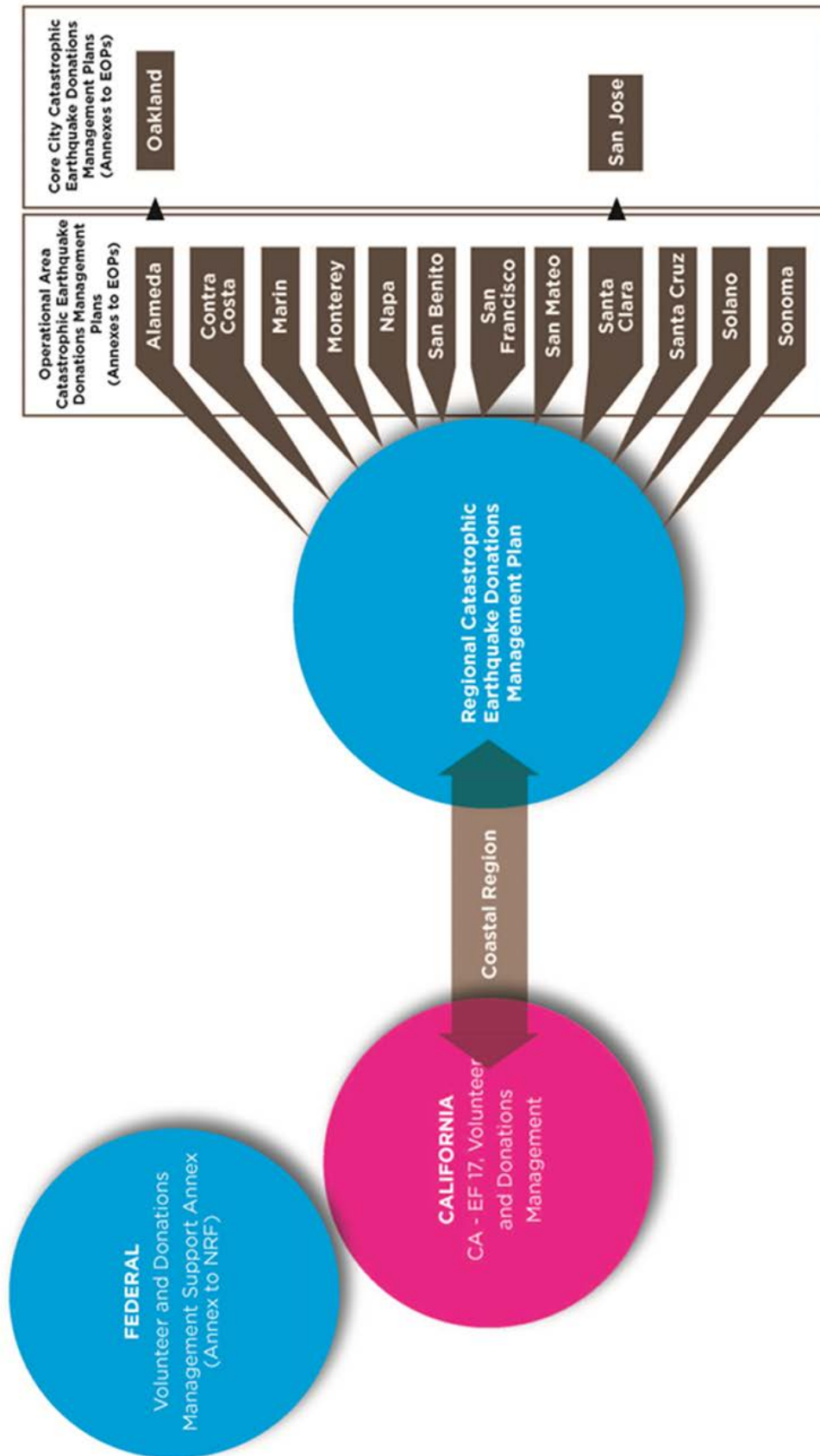


\*Only applies to Coastal Region, specifically the San Francisco Bay Area counties of: Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, Santa Clara, Santa Cruz, Solano, and Sonoma.

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**Donations Management Plan Relationships**

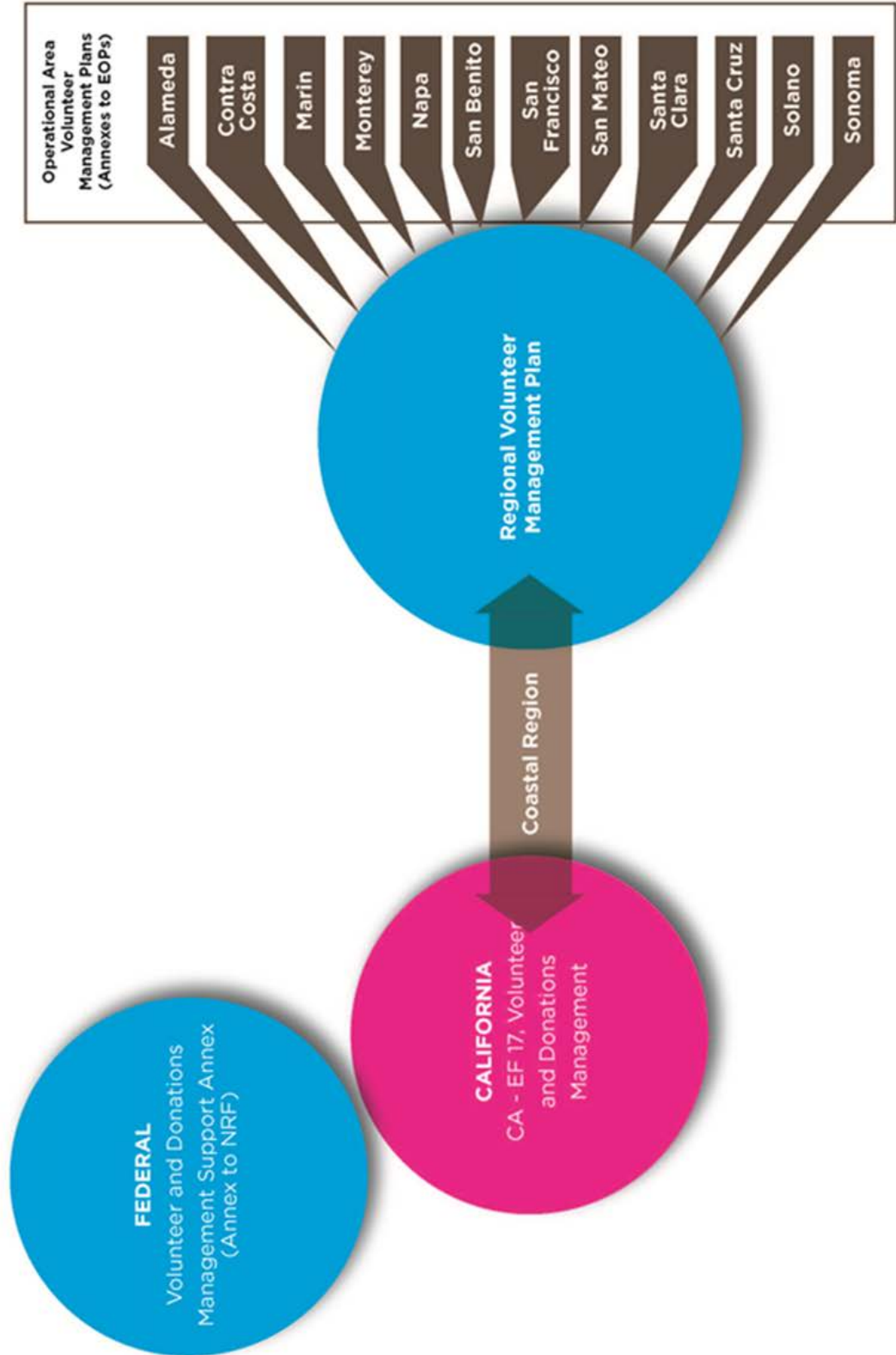
Federal ▶ State ▶ Region ▶ Operational Areas ▶ Local Governments



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### Volunteer Management Plan Relationships

Federal ▶ State ▶ Region ▶ Operational Areas ▶ Local Governments





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