I. AUTHORITY

The Barnstable County Regional Emergency Planning Committee (BCREPC) was established under the Superfund Amendments and Reauthorization Act, or SARA Title III. The BCREPC has emerged as an "all hazards" emergency planning agency and provides its fifteen participating communities with options that would assist communities with local and regional disaster response. The Regional Sheltering Plan (RSP) herein established falls within the scope of responsibility of the BCREPC.

II. PURPOSE

In order to effectively share and allocate resources, the Barnstable County Regional Emergency Planning Committee has created a regional sheltering concept with the objective of establishing six regional shelters. This regional sheltering concept brings together several agencies with a common goal of providing Cape Cod with a safe and capable shelter system. The purpose of this plan is to describe the organizational arrangements, operational concepts, responsibilities, policies and procedures to protect evacuees and others from the effects of an emergency by providing shelter, mass care services, and other needed services. More specifically, it must provide the capability to meet basic human needs of the general and special-needs populations and their pets in a disaster situation in Barnstable County. This includes the mitigation, preparedness, response, and recovery phases.

III. EXPLANATION OF TERMS

A. Acronyms
ADA - Americans with Disabilities Act (1990)
ARC - American Red Cross
ARES - Amateur Radio Emergency Service
BCIMT - Barnstable County Incident Management Team
BCREPC - Barnstable County Regional Emergency Planning Committee
BSO - Barnstable County Sheriff's Office
CCDART - Cape Cod Disaster Animal Response Team
CCETP - Cape Cod Emergency Traffic Plan
CCMRC - Cape Cod Medical Reserve Corps
CCTV - Closed Circuit Television
CMS - Consumable Medical Supplies
DHS - Department of Homeland Security
DMR - Durable Medical Equipment
B. Definitions

1. Disaster - A disaster is an impending or occurring event of such destructive magnitude and force as to dislocate people, separate family members, damage or destroy homes and injure or kill people. A disaster produces a range and level of immediate suffering and basic human needs that cannot be promptly or adequately addressed by the affected people and that prevents them from initiating and proceeding with recovery efforts. The Red Cross and other emergency agencies categorize disasters by their causative agents, broadly separated into natural and human-caused disasters. Natural disasters include floods, tornadoes, hurricanes, typhoons, winter storms, tsunamis, hailstorms, wildfires, windstorms, pandemics or biological threats, and earthquakes. Human-caused disasters — whether intentional or unintentional — include residential fires, building collapses, transportation accidents, hazardous materials releases, nuclear accidents, explosions and acts of terrorism. The Red Cross further characterizes each disaster by its scope and the response required.

2. Community Emergency - A community emergency is a situation in which increased human, social and economic needs require extraordinary action by community organizations and local government officials to improve the situation. Such emergencies might include factory closings or other events that disrupt the socioeconomic fabric of the community.

3. Emergency Assistance - Relief services are designed to minimize the immediate suffering caused by the disaster by providing food, clothing and shelter, and medical, nursing and mental health
assistance. Assistance is based on the regional, ethnic and cultural customs and practices of the people affected by the disaster. It must be standardized so that all families with like needs receive like assistance for a specific event, and it may be provided either as mass care or individual assistance, or a combination of the two, depending on the needs of the victims.

4. Mass Care - Assistance provided to meet the basic human needs of people impacted by a catastrophic event. Mass care assistance includes shelter, food, water, ice, clothing, medical care, crisis counseling, pastoral care, and other essential life-support needs. Assistance may be provided through any combination of the following:
   a. Individual or congregate temporary shelters;
   b. Fixed or mobile feeding operations;
   c. Distribution of relief supplies.

5. Individual Assistance - Assistance provided on an individual/family basis through the purchase of necessary items and/or services or referrals to agencies and organizations that offer assistance at no charge to disaster victims. Assistance is also provided for the reunification of separated family members within a disaster area and the processing of welfare information requests.

6. Community Recovery - Community recovery is a case management process implemented after a disaster victim receives state and federal disaster relief assistance. The process involves an exploration of the client’s personal resources and needs, as well as close working relationships with other agencies and service providers to gather resources, recovery planning and — when resources are available — additional financial assistance.

7. Catastrophic Hurricane – Hurricanes defined by the Saffir-Simpson Hurricane Scale as producing catastrophic damage equal to a Category 4 or 5 storm.

8. Evacuation – Organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas.

9. Evacuation Shelter – Short-term (approximately 24 hours) lodging facilities opened for evacuees prior to, during, and after an incident. Shelters are typically places where mass care operations are conducted and are generally located away from known hazards. A short-term shelter opened for temporary housing of people who have evacuated due to an impending threat. A type of shelter designed to house members of the public without regard to age, gender, or health condition.

10. Evacuation Zone – Geographic areas identified by officials as at risk from all hazards (major hazard).

11. Hurricane Warning – An announcement that hurricane conditions (sustained winds of 74 mph or higher) are expected somewhere within the specified coastal area. Because hurricane preparedness activities become difficult once winds reach tropical storm force, the hurricane warning is issued 36 hours in advance of the anticipated onset of tropical storm force winds.

12. Hurricane Watch – An announcement that hurricane conditions (sustained winds of 74 mph or higher) are possible within the specified coastal area. Because hurricane preparedness activities become difficult once winds reach tropical storm force, the hurricane watch is issued 48 hours in advance of the anticipated onset of tropical storm force winds.

13. General Shelter – A shelter that is located close to an impacted area after the area has been determined safe for re-entry. General shelters may remain open for over 24 hours after an event or until temporary housing becomes available. Cots or sleeping pads and hot meals will be available in these shelters. The ARC standard for post-impact shelters is 40 square feet per evacuee.

14. Medical Special Needs Shelters – A type of special needs population shelter designed specifically to care for individuals with chronic and acute health issues which prevent the individuals from being housed in a general population shelter.
15. Reception Center – Designated facility within a shelter to process evacuees entering a shelter. Evacuees will be registered, triaged, and directed to an appropriate place in the evacuation shelter.

16. Functional Needs Support Services (FNSS) – services that enable individuals to maintain their independence in a general population shelter. Children and adults requiring FNSS may have physical, sensory, mental health, and cognitive and/or intellectual disabilities affecting their ability to function independently without assistance. Others that may benefit from FNSS include women in late stages of pregnancy, elders, and people needing bariatric equipment. FNSS includes:
   - reasonable modification to policies, practices, and procedures
   - durable medical equipment (DME)
   - consumable medical supplies (CMS)
   - personal assistance services (PAS)
   - other goods and services as needed

17. Saffir-Simpson Scale

<table>
<thead>
<tr>
<th>Category</th>
<th>MPH</th>
<th>KTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tropical Storm</td>
<td>39 - 73</td>
<td>34 - 63</td>
</tr>
<tr>
<td>1</td>
<td>74 - 95</td>
<td>64 - 83</td>
</tr>
<tr>
<td>2</td>
<td>96 - 110</td>
<td>84 - 96</td>
</tr>
<tr>
<td>3</td>
<td>111 - 130</td>
<td>97 - 113</td>
</tr>
<tr>
<td>4</td>
<td>131 - 155</td>
<td>114 - 135</td>
</tr>
<tr>
<td>5</td>
<td>&gt;155</td>
<td>&gt;135</td>
</tr>
</tbody>
</table>

18. SLOSH Zones - SLOSH, which stands for Sea, Lake, and Overland Surge from Hurricanes, is a computerized model developed by the Federal Emergency Management Agency (FEMA), United States Army Corps of Engineers (USACE), and the National Weather Service (NWS) to estimate storm surge depths resulting from historical, hypothetical, or predicted hurricanes by taking into account a storm's pressure, size, forward speed, forecast track, wind speeds, and topographical data.

19. Tropical Storm Warning - An announcement that tropical storm conditions (sustained winds of 39 to 73 mph) are expected somewhere within the specified coastal area within 36 hours.

20. Tropical Storm Watch - An announcement that tropical storm conditions (sustained winds of 39 to 73 mph) are possible within the specified coastal area within 48 hours.

IV. CIRCUMSTANCES AND ASSUMPTIONS

A. Circumstances

1. Cape Cod is subject to natural and man-made hazards which have the potential to endanger both human life and property. Possible natural hazards include hurricanes, tornadoes, earthquakes, floods, ice/snow, droughts, fire, and other severe weather. Man-made hazards include civil disturbances, acts of terrorism, or technological negligence resulting in transportation accidents, hazardous materials incidents, or utility failures.

2. As a peninsula, Cape Cod is bordered by Cape Cod Bay to the north, the Atlantic Ocean to the east, Nantucket Sound to the south, and the Cape Cod Canal and Buzzards Bay to the west. The Bourne Bridge and the Sagamore Bridge transverse the Cape Cod Canal, providing the only vehicle access to and from the Cape. Timely evacuation of the Cape during the threat of natural or man-made hazards is dependent on the status of these two bridges. The Cape Cod Canal
Railroad Bridge is used by a seasonal tourist train, the Cape Cod Central Railroad, and a train used to haul waste off of Cape Cod.

3. There are only three main traffic arteries on Cape Cod:
   a. Route 6 bisects the Cape in an east/west direction from Sandwich to Orleans and in a north/south direction from Eastham to Provincetown.
   b. Route 28 runs along the southern side of the peninsula
   c. Route 6A runs along the northern side of the peninsula

4. Sheltering on Cape Cod could be significantly impacted by evacuations from Martha’s Vineyard and Nantucket, as well as a very large seasonal population during the summer months. The population of Cape Cod approximately triples during the summer season.

5. Cape Cod has a population significantly older than the norm with a median age of 50. Likewise, approximately 27% of the population is over the age of 65 (compared with 15% in the remainder of the Commonwealth of Massachusetts).

B. Assumptions

1. When Cape Cod and the Islands face an imminent threat from hurricanes, tornadoes, earthquakes, floods, ice/snow, droughts, fire, other severe weather, hazardous materials accidents, and other man-made disasters, residents may seek temporary shelter other than the regional shelters. Homes of friends and family, hotels/motels, or public congregate shelters may be alternate sheltering options.

2. Because Cape Cod is connected to the mainland by only two vehicle bridges, which may close in the event of dangerous travel conditions and high winds, state and federal assets may not be readily available for emergency situations.

3. Some evacuees will not have their own transportation and will require transportation assistance in order to evacuate.

4. Children and adults with disabilities have the same right to services in regional shelters as other residents. Barnstable County and towns participating in the Regional Sheltering Program have the responsibility of ensuring that sheltering services and facilities are universally accessible.

5. Shelters will be able to accommodate pets and service animals.

6. All organizations that have a responsibility for the provision of mass care services have a finite capacity for delivering these services. It is necessary for all organizations to be aware of their limitations and request help as soon as they can anticipate the needs will exceed their capacities.

7. Volunteers, both registered and spontaneous, play a critical role in the provision of mass care service. A suitable credentialing system will be in place.

8. Shelter staff will be able to get to shelters when needed. All agencies will take whatever steps are necessary to ensure that sufficient staff and volunteers are available at the shelter to ensure safe operability.

9. When an evacuation is recommended, approximately 80 percent of those for whom evacuation has been recommended will evacuate. The vast majority of evacuees will seek refuge with friends or relatives or go to commercial accommodations rather than a public shelter. In addition, some people who are not at risk may spontaneously evacuate and some of these individuals may seek public shelter.

10. There is sufficient in-county sheltering to meet the needs of an evacuation during an emergency or disaster. Regional shelters will be operational as needed.

11. Local grocery stores, restaurants and other businesses may support the initial shelter/feeding operations by donating emergency supplies.

12. In instances where quarantine is implemented, mass care procedures will have to be modified according to the specific emergency. Quarantined clients may have to be transported to Cape Cod Hospital.
13. During times of disaster, private nursing homes, rest homes, skilled-care facilities, assisted-living facilities and other domiciliary facilities will continue the protection of residents under their care. If necessary, these facilities will arrange for the evacuation of residents under their care to a safe area.

14. Each regional shelter will accommodate all as defined in the above definitions of disaster and emergency assistance.

15. Communications will be needed to coordinate resources and to enhance safety and security and that these communications will be needed in both secure and non-secure modes. It is further assumed that the normal infrastructure will be degraded.

16. The State of Massachusetts (MEMA) may not activate its state or regional emergency operations centers (EOC's) until an incident is well under way within a local jurisdiction or may not activate them at all.

17. Participating jurisdictions have agreed to use the MACC to coordinate the efforts of providing resources and addressing inter-organizational issues associated with regional shelters. Participating agencies may or may not have activated their EOC's. Unless participating jurisdictions have declared an emergency, they will be financially responsible for all resources requested from the MACC.

18. Participating jurisdictions may not receive support from non-participating jurisdictions because those jurisdictions may be affected by the same incident.

19. Long-term care organizations such as nursing homes and assisted living facilities will form peer-to-peer alliances with similar organizations and transition their clients to an alternate facility with proper services.

V. CONCEPT OF OPERATIONS

A. General
This plan is based on four organizational levels of emergency management, specifically, municipal, county, state and federal governments. Mitigation, preparedness, response and recovery are the responsibilities of all levels of government working together to provide a delivery system to meet the needs of the public. Emergency operations will be initiated at the lowest level able to respond to the situation effectively. All government agencies associated with this plan shall utilize Incident Command System (ICS) protocols and shall comply with the National Incident Management System (NIMS). It is recognized that not all agencies in the private sector associated with this plan will utilize Incident Command System (ICS) protocols and the National Incident Management System (NIMS).

B. Local Governments (County and Municipal)
1. The BCREEPC Executive Committee will initiate emergency preparedness operations in accordance with its by-laws and this Regional Sheltering Plan (RSP) for the protection, health, and welfare of Cape Cod residents and visitors.
2. This RSP will be implemented by thresholds when a major emergency or disaster occurs requiring the sheltering of residents and when the capabilities of local and municipal resources are exceeded.
3. Municipal resources will be utilized to protect against and respond to an emergency or threatening situation to include activating pre-established mutual aid agreements.
4. When municipal governments determine that their resources are not adequate for regional plan shelters, additional resources may be requested through the MACC. The MACC will request resources through MEMA or other local and regional entities.

5. When the MACC determines that county resources are not sufficient, the MACC will request state assistance through MEMA Region 2 if it’s operational, if not, then MEMA Headquarters at the State Emergency Operations Center (SEOC).

6. The MACC as well as all applicable agencies and municipalities, shall establish and maintain journals, records, and reporting capabilities in accordance with state and federal laws and regulations.

7. Agencies and municipalities are encouraged to designate a representative and alternate to the Regional Sheltering Task Force as well as the MACC for the purpose of planning and implementation.

8. Where applicable, any agency or municipality that has been assigned as the primary agency for a specific emergency support function, or shelter management function, is responsible for coordinating the development, preparation, and testing of that function and enabling SOPs.

9. Full activation of the MACC will require coverage for at least the following six functions:
   a. MACC Management
   b. Situation Assessment
   c. Resource Coordination and Support
   d. Information Coordination
   e. Documentation
   f. Liaison

10. Upon activation of the MACC or as the situation warrants, public information briefings, news releases, and all emergency information for public dissemination will be released by the MACC in coordination with the PIO and the BCREPC Chair.

C. Facility Selection and Capacity
Shelters have been selected in accordance with predetermined criteria as outlined in a Facilities Survey (See each shelter Annex for specific surveys for each shelter). Special Needs Populations are addressed in this checklist.

1. ARES - Communications
   ARES will install external antennas at each of the shelter facilities. There is sufficient operating space (one or two rooms) with sufficient electrical power and power options at each facility. There are no constraints on the shelter population with the equipment provided by ARES.

2. American Red Cross – Mass Care
   See Shelter Facility Surveys in the individual shelter Annexes

3. Medical Reserve Corps – First Aid
   See Shelter Facility Surveys in the individual shelter Annexes

D. Mitigation
Mitigation includes those activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident. Mitigation involves on-going actions to reduce exposure to, probability of, or potential loss from hazards. Measures may include zoning and building codes. Mitigation may include efforts to educate municipalities, businesses, and the public on measures they can take to reduce loss or injury.
E. Preparedness

1. BCREPC Regional Sheltering Plan Development and Maintenance
   a. This plan is the principal source of documentation concerning the BCREPC’s emergency
      management activities. Designated agencies that are part of this plan have the responsibility
      for developing and maintaining their portion of this plan. The BCREPC will perform overall
      coordination of this process.
   b. The BCREPC will coordinate the efforts of all responsible agencies for plan development and
      timely update/revision. All organizations that have emergency-oriented missions or support
      roles are required to prepare supporting documentation (i.e. standard operating procedures).

2. Communications
   ARES will provide the appropriate communications equipment required to ensure effective
   communications between the participating agencies. Items not stored at the shelter will be stored at the Cape Cod and Islands Chapter of the ARC. ARES/ARC logistics will transport equipment to the shelter prior to activation of the facility. ARES members will likely bring much more capable equipment, as most are self-sufficient. The reason for having pre-existing assets for the facilities is so other operators who may not be self-sufficient (CERT, spontaneous volunteers, etc) will be able to operate. Each participating agency is responsible for supplying its own low band radios.

F. Response

1. MACC
   The Multi-Agency Coordination Center (MACC) serves as the central clearinghouse for
   information collection and coordination of response and recovery resources within the participating
   communities on Cape Cod

2. BCREPC/Municipal Response
   Municipal units of government call upon the BCREPC or other municipalities in coordination with
   the BCREPC for assistance during events in which their own capabilities are overwhelmed.

3. Information and Resources Flow:
G. Recovery

1. Recovery activities include the development, coordination, and execution of service and site restoration plans for impacted communities and the reconstitution of government operations and services through individual, private sector, non-governmental, and public assistance programs.

2. The decision to deploy damage assessment teams will be made in coordination with the affected municipalities. Damage assessment teams will be organized and trained in advance. Preparations will be made to deploy teams into affected areas as quickly as possible. Assistance from MEMA and FEMA will be requested in the disaster recovery stage when appropriate.
VI. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

A. Summary
The following agencies will be involved in coordinating and implementing the Regional Sheltering Plan:

<table>
<thead>
<tr>
<th>Primary Agencies</th>
<th>Responsible Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Red Cross (ARC)</td>
<td>Emergency Services Director</td>
</tr>
<tr>
<td>Barnstable County Regional Emergency Planning Committee</td>
<td>Chair</td>
</tr>
<tr>
<td>Barnstable County Incident Management Team</td>
<td>Coordinator</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Participating Agencies</th>
<th>Responsible Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local Fire Departments/EMS</td>
<td>Fire Chief</td>
</tr>
<tr>
<td>Local Police Departments</td>
<td>Police Chief</td>
</tr>
<tr>
<td>Towns</td>
<td>Town Administrator/Manager</td>
</tr>
<tr>
<td>School Districts</td>
<td>Superintendent</td>
</tr>
<tr>
<td>Cape Cod Medical Reserve Corps (CCMRC)</td>
<td>Director</td>
</tr>
<tr>
<td>Amateur Radio Emergency Services (ARES)</td>
<td>District Emergency Coordinator</td>
</tr>
<tr>
<td>Cape Cod DART</td>
<td>Animal Control Lead</td>
</tr>
<tr>
<td>AmeriCorps Cape Cod</td>
<td>Program Coordinator</td>
</tr>
<tr>
<td>LCAST</td>
<td>Animal Control Lead</td>
</tr>
</tbody>
</table>

B. The Barnstable County Regional Emergency Planning Committee (BCREPC)

1. Decisions
The decision to open regional shelters on Cape Cod will be made by the BCREPC Executive Committee. Except for certain supplies, the BCREPC assumes no financial responsibility for the implementation of the RSP but will perform the following coordination functions:
   a. Establish rules by which the BCREPC will function. See BCREPC Bylaws
   b. Establish provisions for public notification, comments etc. as a part of the sheltering plan implementation
   c. Develop and maintain the Regional Sheltering Plan
   d. Coordinate Regional Sheltering training and exercises as required
   e. Serve as the clearing house for invoices received from those towns hosting a regional shelter

2. MOU’s
In order to fulfill its responsibilities the BCREPC has established and signed a MOU with the American Red Cross. See Appendix 10 Memorandum of Understanding - American Red Cross and BCREPC.

3. FNSS
The BCREPC will ensure that planning for FNSS in general population shelters includes the development of mechanisms that address the needs of children and adults in areas such as:
   a. Communication assistance and services when completing the shelter registration process and other forms or processes involved in applying for emergency-related benefits and services including Federal, State, tribal, and local benefits and services
b. DME (durable medical equipment), CMS (consumable medical supplies, and/or PAS (personal assistance services) that assist with activities of daily living
c. Access to medications to maintain health, mental health, and function
d. Available sleeping accommodations (e.g., the provision of universal/accessible cots or beds and cribs; the placement, modification, or stabilization of cots or beds and cribs; the provision and installation of privacy curtains)
e. Access to orientation and way-finding for people who are blind or have minimal vision
f. Assistance for individuals with cognitive and intellectual disabilities
g. Auxiliary aids and services necessary to ensure effective communication for persons with communication disabilities
h. Access to an air-conditioned and/or heated environment (e.g. for those who cannot regulate body temperature)
i. Refrigeration for medications
j. Availability of food and beverages appropriate for individuals with dietary restrictions (e.g., persons with diabetes or severe allergies to foods such as peanuts, dairy products and gluten)
k. Providing food and supplies for service animals (e.g., dishes for food and water, arrangements for the hygienic disposal of waste; and, if requested, portable kennels for containment)
l. Access to transportation for individuals who may require a wheelchair-accessible vehicle, individualized assistance, and the transportation of equipment required in a shelter because of a disability
m. Assistance locating, securing, and moving to post-disaster alternative housing, which includes housing that is accommodating to the individual’s functional support needs (e.g., accessible housing; housing with adequate space to accommodate DME; or housing located in close proximity to public transportation, medical providers, job or educational facility, and/or retail stores)
n. Assistance with activities of daily living such as:
   • eating
   • taking medication
   • dressing and undressing
   • transferring to and from a wheelchair or other mobility aid
   • walking
   • stabilization
   • bathing
   • toileting
   • communicating

The Stafford Act and Post-Katrina Emergency Management Reform Act (PKEMRA), along with Federal civil rights laws, mandate integration and equal opportunity for people with disabilities in general population shelters. The Americans with Disabilities Act of 1990 (ADA), the Rehabilitation Act of 1973 (RA), and the Fair Housing Act (FHA), their regulations and agency guidance, as well as State counterparts, among others, define the scope of FNSS. These attributes of equal opportunity for people with disabilities include:
a. The implementation and execution of a general policy of nondiscrimination on the basis of disability
b. Sheltering persons with disabilities in the most integrated setting appropriate to the needs of the person, which in most cases is the same setting people without disabilities enjoy
c. Reasonable modifications of policies, practices, and procedures to ensure nondiscrimination, with reasonableness judged in light of nondiscrimination principles applied in emergent circumstances
d. The provision of auxiliary aids and services to ensure effective communication, with primary consideration of the aid or service given to the person with a disability

e. Elimination of eligibility criteria, discriminatory administrative methods, paternalistic safety requirements, and surcharges where discrimination results

f. The selection of accessible sites for the location of general population emergency shelters, the construction of architecturally compliant mass care shelters and elements, and required physical modifications to ensure program accessibility in existing facilities

All towns participating in the Regional Sheltering Program will share all costs associated with providing FNSS (Functional Needs Support Services).

C. Barnstable County Incident Management Team (MACC)

1. General
   Direction and control of response and recovery operations for disasters affecting the residents will be coordinated by the Barnstable County Incident Management Team by staffing the MACC. The MACC will provide leadership and coordination of emergency response forces in the event of a disaster requiring the opening of one or more regional shelters. The MACC staff will be located at the Barnstable County Complex – Harborview Room - unless an alternate location is approved by the BCREPC Executive Committee.

2. Organization
   The MACC will be organized according to the National Incident Management System (NIMS) using Incident Command System (ICS) protocols. The MACC will be staffed by members of the Incident Management Team and others as appropriate.
   a. MACC Management
   b. Situation Assessment
   c. Resource Coordination and Support
   d. Information Coordination
   e. Documentation
   f. Liaison (ARES, ARC, NSTAR, etc., at the discretion of the participating agencies)
3. Responsibilities
   a. MACC Management
      i. Provide overall responsibility for MACC operations
      ii. Establish objectives and priorities
      iii. Coordinate resolution of conflicts
      iv. Make strategic decisions
      v. Coordinate information flow
      vi. Integrate communications system
      vii. Approve MACC documentation
   b. Situation Assessment
      i. Provide situational awareness to the MACC
      ii. Keep and display an events log (Web EOC)
      iii. Combine, summarize, and display data
      iv. Request/obtain situation status from EOC’s and MEMA
      v. Maintain information on meteorological conditions and forecasts that may impact the region
      vi. Maintain information on environmental issues, cultural, and historic resources, or sensitive populations/areas.
   c. Resource Coordination and Support
      i. Request and track resources
      ii. Track resources
      iii. Maintain resource log and Web EOC reporting.
   d. Information Coordination
      i. Collect, analyze, and disseminate internal and external information
      ii. Serve as MACC Public Information Officer
      iii. Advise MACC Management on all public information matters
      iv. Handle media and public inquiries, emergency public information, rumor monitoring, and media monitoring
      v. Prepare and release summary information regarding the regional activity to participating agencies, MEMA, and the EOC’s
      vi. Establish and manage regional Joint Information Center (JIC)
   e. Documentation
      i. Maintain documentation on all items that are received or sent out from the MACC
      ii. Maintain a file of resource requests received and made by the MACC in support of incident activities
      iii. Maintain a file for documentation generated by MACC operations
      iv. Ensure all documentation is prepared to support possible reimbursement following an incident
      v. Prepare agendas/reports for briefings and planning meetings
   f. Liaison
      i. Collect, analyze, and disseminate internal and external information to and from their respective agencies
      ii. Provide regular situation reports to MACC management
      iii. Communicate decisions made by their respective agencies
D. American Red Cross – Cape Cod and Islands Chapter (ARC)

1. Organization
The Red Cross utilizes the same organization regardless of shelter.

Note: The Shelter Lead’s title is used here. In the Incident Action Plan this title is changed to “Supervisor Red Cross” to make it compatible with NIMS and ICS.

2. Responsibilities
The Red Cross will perform the following duties/functions:

a. Follow current Red Cross SOPs support of the BCREPC Regional Sheltering Plan. Provide Functional Needs Support Services (FNSS) as appropriate.

b. Ensure materials are inventoried yearly and/or post-event as needed for correct quantity counts and appropriately stored in shelter Connex boxes ready for use.

c. Provide staff as outlined in the graphic above and trained as appropriate. Minimal staffing will be provided at the onset of an event, depending on the type of storm and expected shelter population, covering the activities of Mass Care, Logistics, Health Services, and Mental Health. Additional staff will be provided as assessed during the event by Red Cross and the BCREPC in coordination with the Red Cross Shelter Lead and Branch Director at each Shelter.

d. Fill out the Red Cross form titled “Pre-Inspection Checklist” prior to setting up operations at each facility being supported as directed by the BCREPC and local Emergency Manager.

e. Set up shelter registration, dormitory, mental health, and health services areas for the shelter with Red Cross activity leads reporting to the Shelter Lead and the Red Cross Shelter Lead reporting to the Branch Director. Work with the Department of Public Works or other assigned town authority to ensure Connex boxes can be accessed and materials unloaded by our staff for the set up of these areas.

f. Set up shelter feeding operations to include menu selection, food and supplies procurement and appropriate storage, meal preparation, meal distribution, kitchen cleanup and sanitization and trash removal.
g. Coordinate with all partner agencies named in this plan, as well as the Barnstable County Public Information Officer and other support agencies, to ensure expectations are met and the community is informed of shelter locations and other important information needed depending on the type of event which will predicate information given.

h. Ensure all internal Red Cross paperwork (i.e., shelter registrations and other documents) are completed. Ensure, if the Branch Director is also signing in staff for organizations, Red Cross staff will participate in signing in with the Branch Director and Red Cross.

i. Provide for appropriate signage at each open shelter for the areas identified above supported by the Red Cross.

j. Establish demobilization plans and procedures to include the following:
   i. Clean, prepare, or discard as needed all equipment and supplies used in preparation to return to a pre-event state (i.e., cots, blankets, other dormitory materials, kits, and other supplemental supplies).
   ii. Return all appropriate equipment and supplies to the Connex boxes prior to signing out with the Red Cross and Branch Director if requested.
   iii. Ensure all Red Cross documentation is completed.
   iv. Complete all Red Cross Mass Care paperwork required of the demobilization process prior to leaving the facility.
E. ARES (see Appendix 2 ARES Emergency Communications Plan for Regional Shelters on Cape Cod)

1. Organization

2. Responsibilities
In order to fulfill its responsibilities ARES has established and signed MOU’s with the American Red Cross. See Appendix 11 - Memorandum of Understanding - American Red Cross, ARES, and BCREPC.

ARES will function as the communication agency for each of the regional shelters and will be financially and operationally responsible for the following:

a. Provide, install and maintain all Amateur Radio FM equipment necessary to operate each shelter
b. Staff the shelter communications center
c. Provide Functional Needs Support Services (FNSS) as appropriate.
d. Assign agency communications operator when necessary
e. Establish a communications hierarchy to insure that informational exchanges flow freely and in an efficient manner.
f. Manage external communications from each shelter through a primary radio operator in the communications room. The primary operator will be the ranking communications operator in the facility and will be responsible for maintaining contact with Amateur Radio Emergency Service Network control, the MACC, local EOC’s and the Red Cross chapter.
g. Manage internal communications in each shelter through an internal network operator who will be responsible for managing the flow of communications within the shelter including all agencies and communications operators. All communications between agencies in the facility will route their calls through the internal network operator. Internal communications between amateur radio operators using amateur frequencies will be managed by the primary radio officer if the internal network operator is not FCC licensed for amateur radio operation. In-house phone and PA usage can be coordinated by assistants reporting to the internal network operator. Direct point to point contact between agencies in the facility will not be permitted without routing the call through the internal network operator.
h. Establish radio frequencies for the following:
   i. Amateur radio external operations
   ii. Amateur radio internal operations
iii. Agency and Auxiliary Communications
iv. Public Safety Communications
v. Red Cross low band communications
i. Establish tactical designations for each agency participating in the shelters
j. Establish internal radio calling procedures and protocols for each shelter
k. Maintain communications records using ICS 213, ICS 214 and ICS 309 forms
l. Demobilization procedures to:
   i. Collect all logs and documentation from all operators
   ii. Place all collected documentation in a folder for supervisory review
   iii. Collect and log in all equipment from operators to be secured
   iv. Inspect equipment for any required maintenance or damage observed
   v. Report any shortfalls of equipment and label/report any damaged items
   vi. Secure equipment
   vii. Distribute after-action operator report forms
   viii. Ensure communications operating area is secure with no hazards
   ix. Inform Branch Director of ARES status as secured

F. Medical Reserve Corps (MRC)

1. Organization
   The Medical Reserve Corps utilizes the same organization regardless of shelter.

   

   

   

   Note: The Team Leader title is used here. In the Incident Action Plan this title is changed to “Supervisor Medical Reserve Corps” to make it compatible with NIMS and ICS.

2. Responsibilities
   In order to fulfill its responsibilities the MRC has established and signed a MOU’s with the American Red Cross. See Appendix 12 - Memorandum of Understanding - American Red Cross and MRC

The MRC will perform the following duties/functions:
a. Develop emergency shelter operations/management plans and procedures in support of the BCREPC Regional Sheltering Plan. Provide Functional Needs Support Services (FNSS) as appropriate.

b. Coordinate with the BCREPC Subcommittee for required emergency shelter equipment, supplies, and other materials needed for first aid treatment in the emergency shelters. Ensure that these materials are of sufficient quality, quantity and appropriately stored in shelter Connex boxes and ready for use.

c. Coordinate with the Superintendents of Barnstable County Regional Shelter Schools, or their designees, for appropriate facilities, emergency shelter supplies, adequate phones, and computers that are connected to the Internet.

d. Provide medically trained team leaders to supervise the first aid services at the emergency shelters.

e. Assign and train team leaders and staff for emergency shelter operations, to include crisis management training.

f. Provide first aid go kits to team leaders and staff, as appropriate.

g. Set up the MRC area in the shelter. Remove MRC shelter supplies from the Connex boxes or arrange for their removal. Conduct an opening facility checkout with the Facility Group Supervisor.

h. Coordinate with health, social services, EMS, law enforcement, amateur radio, and other government and volunteer agencies to provide support personnel/volunteers during sheltering, as required.

i. Arrange for qualified staffing of emergency shelters as the emergency shelters are activated.

j. Establish and maintain journals, records and reporting capabilities in accordance with state and federal laws and regulations.

k. Provide for appropriate signage at each open shelter.

l. Establish demobilization plans and procedures to include the following:
   i. Clean and prepare all equipment and supplies for storage
   ii. Inventory all supplies and equipment prior to storage
   iii. Return all appropriate equipment and supplies to the Connex boxes
   iv. Prepare documentation packages appropriate for the MRC Director and each shelter Branch Manager
   v. Return all MRC utilized space to pre-deployment state. Conduct a closing facility checkout with the Facility Group Supervisor.

G. Public Safety

1. Harwich

The Town of Harwich in collaboration with the Towns of Brewster and Chatham will provide coverage for public safety in the following areas:

   a. Incident Command staffing
   b. Fire and EMS
   c. Police (traffic control and security)
   d. Health inspection
   e. Animal Control

In addition to the above, the Cape Cod Technical High School will provide the facility as well as facility/custodial and feeding operations support.

More detailed information on this coverage can be found in Annex B – Cape Cod Technical High School.
2. **Yarmouth**
The Town of Yarmouth in collaboration with the Town of Dennis will provide coverage for public safety in the following areas:
   a. Incident Command staffing
   b. Fire and EMS
   c. Police (traffic control and security)
   d. Health inspection
In addition to the above, the Dennis-Yarmouth School District will provide the facility, Dennis-Yarmouth High School, as well as facility/custodial and feeding operations support.
More detailed information on this coverage can be found in *Annex C – Dennis – Yarmouth High School.*

3. **Eastham**
The Town of Eastham in collaboration with the Towns of Orleans, Truro and Wellfleet will provide coverage for public safety in the following areas:
   a. Incident Command staffing
   b. Fire and EMS
   c. Police (traffic control and security)
   d. Health inspection
In addition to the above, the Nauset Regional School District will provide the facility, Nauset Regional High School, as well as facility/custodial and feeding operations support.
More detailed information on this coverage can be found in *Annex D – Nauset Regional High School.*

4. **Sandwich**
The Town of Sandwich in collaboration with the West Barnstable Fire Department will provide coverage for public safety in the following areas:
   a. Incident Command staffing
   b. Fire and EMS
   c. Police (traffic control and security)
   d. Health inspection
In addition to the above, the Sandwich School District will provide the facility, Sandwich High School, as well as facility/custodial and feeding operations support.
More detailed information on this coverage can be found in *Annex E – Sandwich High School.*

5. **Falmouth**
The Town of Falmouth in collaboration with the Town of Mashpee will provide coverage for public safety in the following areas:
   a. Incident Command staffing
   b. Fire and EMS
   c. Police (traffic control and security)
   d. Health inspection
In addition to the above, the Falmouth School District will provide the facility, Falmouth High School, as well as facility/custodial and feeding operations support.
More detailed information on this coverage can be found in *Annex F – Falmouth High School.*

6. **Barnstable**
The Town of Barnstable will provide coverage for public safety in the following areas:
   a. Incident Command staffing
   b. Fire and EMS
   c. Police (traffic control and security)
   d. Health inspection
In addition to the above, the Barnstable School District will provide the facility, Barnstable Intermediate School, as well as facility/custodial and feeding operations support.
More detailed information on this coverage can be found in Annex G – Barnstable Intermediate School.

VII. ADMINISTRATION AND SUPPORT

A. General
A large emergency or disaster will place great demands on the resources of local governments. Distribution of required resources might be made difficult by the circumstances for reestablishment of the infrastructure. Resources will be identified and provided as soon as practical. Coordination with appropriate departments and agencies will be performed to ensure that operational readiness is maintained at all times. Administrative procedures will be conducted in accordance with existing rules, resolutions and ordinances.

B. Funding and Accounting
Expenditures of monies for emergency sheltering operations will be in accordance with guidelines set forth by the BCREPC. Accounting for expenditure of funds will be conducted under applicable laws and ordinances and will be subject to audit. Proper documentation will be maintained and will serve as the basis for federal and state declarations and subsequent reimbursement requests. The Branch Directors and individual Group Supervisors (ARES, American Red Cross, Cape Cod Disaster Animal Response Team, Public Safety and Shelter Facilities) in each designated shelter will be responsible for maintaining reports, invoices, and vouchers for that shelter. Those towns hosting a regional shelter will submit their invoices covering local expenses for feeding operations, public safety, Functional Needs Support Services, facilities maintenance and other municipal shelter related expenses to Barnstable County care of the Emergency Coordinator. The Barnstable County Emergency Coordinator will assist with collecting the funds from the participating towns to pay these invoices and will help coordinate subsequent reimbursement requests.

C. Nondiscrimination
Discrimination against persons on the basis of age, color, economic status, nationality, race, religion, sex or handicap in the administration of emergency sheltering services is prohibited. Complaints of discrimination in emergency sheltering operations will be made to the local emergency management organizations for investigation and further action.

D. Training
This plan shall be exercised annually in lieu of an actual response to real emergency events. All Primary and Support Agencies will be responsible for training their own sheltering and administrative support staff in sheltering operations and procedures.

E. Records and Reports
All agencies participating in Regional Sheltering Plan will provide for the security and protection of administrative and operational records and reports associated with these operations.
1. ARES will maintain necessary records of communication operations, and provide general statistical information to the MACC for planning purposes, as requested, and authorized by current regulations.

2. The American Red Cross Executive Director – Cape Cod and Islands Chapter will maintain necessary records of emergency shelter and mass care operations, and provide general statistical information to the MACC for planning purposes, as requested, and authorized by current regulations.

3. The Cape Cod Medical Reserve Corps will maintain the necessary records of persons with special medical needs under their care and will provide status reports and logs, as requested, to the MACC.

4. CCDART will maintain the necessary records of emergency shelter and pet care operations for which they are responsible and will provide status reports and logs as requested to the MACC.

F. Logistics

1. Essential Supplies
   Emergency shelters (human) will be provided essential supplies (i.e. food, bedding, sanitation needs, etc.) by the Regional Emergency Planning Committee, the American Red Cross and other appropriate agencies that support regional emergency shelters on Cape Cod. The Cape Cod Disaster Animal Response Team will provide essential supplies (food, cages, sanitation, clean up, etc) required for pet shelter operations.

2. Shelter Kits
   The ARC Cape Cod and Islands Chapter will provide Shelter Manager kits, Medical Health Manager kits and Mental Health Manager kits containing sufficient quantities of appropriate forms (for registration, inventory, event logs, and emergency shelter occupancy reports), handbooks and identification. The MRC will provide First Aid kits and sufficient quantities of forms and identification.

3. Communications
   The primary communications link between the regional shelters and the MACC will be telephone with radio as the secondary/back-up link. Shelter communications will be in accordance with the ARES Emergency Communications Plan for Regional Shelters on Cape Cod.

VIII. PLAN DEVELOPMENT AND MAINTENANCE

Barnstable County’s Regional Emergency Planning Committee will be responsible for maintaining the original copy of the Regional Sheltering Plan.

The Barnstable County Regional Sheltering Task Group of the Barnstable County Regional Emergency Planning Committee (BCREPC) will continuously monitor situations that occur in Barnstable County, to determine the need for revisions. The Regional Sheltering Plan will be reviewed bi-annually for needed revisions. Additionally, any Public Safety agency lead, Town Manager/Administrator, County Manager, or County Commissioner may make recommendations to the Barnstable County Regional Sheltering Task Group for revisions. All revisions approved by the Task Group will be submitted to the BCREPC Executive Committee for approval. If approved, they will be incorporated into the Plan.

IX. REFERENCES
X. OTHER

A. Shelters

<table>
<thead>
<tr>
<th>Regional Shelter</th>
<th>Street Address</th>
<th>General Capacity</th>
<th>Evacuation Capacity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Barnstable Intermediate School</td>
<td>895 Falmouth Road Hyannis, MA 02601</td>
<td>462</td>
<td>925</td>
</tr>
<tr>
<td>Cape Cod Regional Technical High School</td>
<td>351 Pleasant Avenue Harwich, MA 02645</td>
<td>500</td>
<td>1080</td>
</tr>
<tr>
<td>Dennis-Yarmouth Regional High School</td>
<td>210 Station Avenue South Yarmouth, MA 02664</td>
<td>907</td>
<td>2418</td>
</tr>
<tr>
<td>Falmouth High School</td>
<td>874 Gifford Street Falmouth, MA 02536</td>
<td>327</td>
<td>655</td>
</tr>
<tr>
<td>Nauset Regional High School</td>
<td>100 Cable Road North Eastham, MA 02651</td>
<td>456</td>
<td>912</td>
</tr>
<tr>
<td>Sandwich High School</td>
<td>365 Quaker Meetinghouse Road East Sandwich, MA 02537</td>
<td>261</td>
<td>700</td>
</tr>
</tbody>
</table>

See Appendix 4. – Regional Shelters Location Map

XI. APPROVALS

A. For Barnstable County Regional Emergency Planning Committee

Fire Chief Mark Foley, Co-Chair

Signature____________________________________  Date___________

Police Chief Ron Fissette, Co-Chair

Signature____________________________________  Date___________
B. For American Red Cross, Cape Cod and Islands Chapter

Emergency Services Director

Signature____________________________________          Date__________

C. For the Barnstable County Commissioners

Mary Pat Flynn, Chair

Signature____________________________________          Date__________

Sheila Lyons, Vice-Chair

Signature____________________________________          Date__________

William Doherty, Commissioner

Signature____________________________________          Date__________

D. Heads of Town Government

Copies of agreement/approval letters are in Annex A
XII. ANNEXES

Annex A. *Heads of Town Government Letters*

Annex B. *Cape Cod Regional Technical High School*

Appendix 1. Incident Action Plan
Appendix 2. Traffic Flow and Parking
Appendix 3. Facility Layout
Appendix 4. American Red Cross Facility Survey
Appendix 5. Medical Reserve Corps Facility Survey
Appendix 6. Shelter Agreement

Annex C. *Dennis-Yarmouth Regional High School*

Appendix 1. Incident Action Plan
Appendix 2. Parking
Appendix 3. Traffic Flow
Appendix 4. Facility Layout
Appendix 5. American Red Cross Facility Survey
Appendix 6. Medical Reserve Corps Facility Survey
Appendix 7. American Red Cross Shelter Agreement
Annex D.  Nauset Regional High School
Appendix 1. Incident Action Plan
Appendix 2. Traffic Flow
Appendix 3. Remote Parking
Appendix 4. Facility Layout
Appendix 5. American Red Cross Facility Survey
Appendix 6. Medical Reserve Corps Facility Survey
Appendix 7. Shelter Agreement

Annex E.  Sandwich High School
Appendix 1. Incident Action Plan
Appendix 2. Traffic Flow and Parking
Appendix 3. Facility Layout
Appendix 4. American Red Cross Facility Survey
Appendix 5. Medical Reserve Corps Facility Survey
Appendix 6. American Red Cross Shelter Agreement

Annex F.  Falmouth High School
Appendix 1. Incident Action Plan
Appendix 2. Parking
Appendix 3. Traffic Flow
Appendix 4. Facility Layout
Appendix 5. American Red Cross Facility Survey
Appendix 6. Medical Reserve Corps Facility Survey
Appendix 7. American Red Cross Shelter Agreement
Appendix 8. Falmouth Shelter
Annex G. *Barnstable Intermediate School*

Appendix 1. Incident Action Plan
Appendix 2. Parking and Traffic Flow
Appendix 3. Facility Layout
Appendix 4. American Red Cross Facility Survey
Appendix 5. Medical Reserve Corps Facility Survey
Appendix 6. American Red Cross Shelter Agreement

XIV. Appendices

*Appendix 1 – Regional Shelter Activation Matrix*
*Appendix 2 – ARES Communications Plan*
*Appendix 3 – MRC Handbook*
*Appendix 4 – Regional Shelters Location Map*
*Appendix 5 – AED Locations Map*
*Appendix 6 – Connex Box Inventories*
*Appendix 7 – Regional Shelter Plan Job Aids*
*Appendix 8– CC Dart Handbook*
*Appendix 9– LCAST Handbook*
*Appendix 10 – Memorandum of Understanding - ARC and BCREPC*
*Appendix 11 – Memorandum of Understanding - ARC, ARES, BCREPC*
*Appendix 12 – Memorandum of Understanding - ARC and MRC*
*Appendix 13 – Media Policy*