

CORE
Citywide Emergency Response
Functional Exercise Plan

Saturday, April 30, 2011

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I. BACKGROUND

A. *The CORE Program*

The City of Oakland has experienced significant disasters over the last three decades. Based on these experiences Oakland takes an “all-hazards” approach to emergency management. A combination of natural and human-caused disasters have been identified as the most likely potential threats facing the City of Oakland and include earthquake, fire, winter storm damage, hazardous materials releases, civil disturbance and terrorism.

In response to the significant damage caused in Oakland by the 1989 Loma Prieta earthquake, the Oakland Fire Department, Office of Emergency Services (OES) developed and implemented CORE (Communities of Oakland Respond to Emergencies) in 1990. The mission of CORE is to promote the spirit of neighbor helping neighbor and to provide the highest quality emergency and disaster prevention, preparedness and response training. CORE is a recognized Community Emergency Response Team (CERT) training program.

30 Years of Disaster Declarations in Oakland:

- 1983 Landslides
- 1985 Flooding
- 1989 Loma Prieta Earthquake
- 1990 Freeze
- 1991 Oakland/Berkeley Hills Firestorm
- 1995 Flooding
- 1997 El Nino Storms
- 1998 La Nina Storms
- 2005 December & January 2006 Winter Storms
- 2006 Spring Storms
- 2007 580 Highway Maze Collapse
- 2007 Cosco Busan Oil Spill
- 2008 January Winter Storms

CORE has become a multi-hazard community preparedness training program that teaches self-reliance skills and helps neighborhoods organize and establish response teams to take care of the neighborhood until professional emergency personnel arrive. Since its inception, CORE has provided free, community-based training for nearly 20,000 members of the Oakland community.

B. *Annual Citywide Exercise*

Oakland OES sponsored an Emergency Communications Functional Exercise in April 2001 to coincide with an Alameda County Exercise. Six CORE groups participated in a pilot exercise in the fall of 2006 for the first collaborative CORE/Amateur Radio (RACES) functional communications exercise. Participants unanimously agreed that annual citywide exercises for CORE Groups were important to mobilize residents, practice skills and stay involved in emergency preparedness and response activities. In 2007, 35 CORE groups participated in the Citywide Emergency Response Functional Exercise, 25 participated the following year in 2008, and 29 in 2009. The year 2010 brought about the most successful CORE Citywide Exercise thus far, with 52 different neighborhood groups and over 800 individual participants.

Over the last two years CORE has welcomed additional participants who are not CORE-trained, including Berkeley CERT volunteers and members of the general public who may not have any prior experience with disaster simulations. All members of the local community are welcome to participate this year, regardless of their level of training.

C. Firestorm Anniversary

October 20, 2011 will mark the 20th anniversary of the Oakland/Berkeley Hills Firestorm that destroyed well over 3,000 homes and left 25 people dead. With unforgiving winds, equipment incompatibly issues and communication obstacles, it truly was the “perfect storm”.

It was also a major turning point for the emergency management and response industries in the State of California and throughout the United States of America. Lessons learned from the Firestorm led to creation of California’s Standardized Emergency Management System (SEMS) and later the National Incident Management System (NIMS). Emergency response agencies are now required to use SEMS and NIMS to be eligible for state and national funding of local-level response-related personnel costs.

In addition to plans for an official commemorative event in October, CORE will honor the Firestorm anniversary by focusing the upcoming Citywide Exercise on one of the Firestorm’s biggest problems: communications.

Agencies who responded to the Firestorm experienced significant failure in the area of interoperability (the ability to communicate with each other). For our exercise, we will practice communication within and among neighborhood groups, as well as using designated ham radio operators to relay messages up the chain of command from neighborhoods to the City Emergency Operations Centers. Simultaneously, the City of Oakland will practice sending emergency public notifications via text message alerts to exercise participants. It is the hope of the exercise planning team that this drill will continue to improve communication interoperability and effectiveness.

II. PURPOSE, GOAL AND OBJECTIVES

A. Purpose

The purpose of the annual CORE Citywide Exercise is to provide an opportunity for CORE-trained volunteers to practice disaster response activities and the skills associated with operating a Neighborhood Incident Command Center. Participants who are not CORE trained will have an opportunity to become more familiar with disaster preparedness principles.

This year the main focus of the exercise will be communication. Feedback from last year’s exercise participants emphasized a need for additional training and practice opportunities surrounding communication. This includes information about basic two-way radio operation and protocol, communicating with other CORE neighborhood groups, and improved communication with professional first responders.

Traditionally, CORE and CERT communication has been focused on “walkie talkies” and ham radios. Significant advances have been made in recent years availing new communication technology such as cell phones, text messaging, emergency public notifications via email and text, and social media like Facebook and Twitter. Our Citywide Exercise will put these technologies to the test to see if they will be helpful in a disaster scenario where landlines are down, but cell phone towers remain functional.

Another important element of this year’s Citywide Exercise will be a focus on neighborhoods connecting with other neighborhoods. CORE groups will be strengthened by collaborating with

other nearby groups when additional information or resources are needed. Building relationships with others groups in the planning phase will make it easier to reach out to one another for help in a disaster. The CORE Citywide Exercise Planning Team will to facilitate this in a number of ways, including sharing participating group contact information with other groups, encouraging networking at a Neighborhood Emergency Communications Forum prior to the exercise, and coordinating mentorship opportunities so that newly formed groups can get to know and learn from their more experienced peers.

In recognition of the lessons learned in the Oakland/Berkeley Hills Fire, neighborhood evacuation is the second major focus of this year's exercise. The CORE Citywide Exercise will provide an opportunity for neighborhoods to wrap up operations and be ready to physically evacuate on short notice. Neighborhoods will be supported in their planning and practice with materials specific to evacuation.

B. Goal and Objectives

The goal of the 2011 CORE Citywide Exercise is for participants to practice neighborhood evacuation and demonstrate effective communication on four levels: individual, within the neighborhood, to another neighborhood, and to the City Emergency Operations Center.

The exercise objectives for ALL participating individuals are to:

1. Communicate with an Out-of-Area Contact
2. Receive an official text notification from the City of Oakland/CORE.

The exercise objectives for participating neighborhood groups are to:

3. Demonstrate effective communication within the neighborhood.
4. Demonstrate effective communication with another neighborhood group.
5. Demonstrate effective communication to the City Emergency Operations Center.
6. Practice an orderly evacuation of the neighborhood.

Each neighborhood group will determine how much of the exercise scenario it is practical for them to attempt. They may want to expand the exercise to include additional response strategies, or scale back and practice fewer objectives.

III. EXERCISE DESIGN

The Exercise has been designed by the CORE Citywide Exercise Planning Team (CCEPT), including CORE Advisory Task Force volunteers, Oakland OES staff, and representatives of City of Berkeley CERT, Oakland-Piedmont ARES and NALCO ARES RACES. Exercise design activities include:

- Coordination of 10 CCEPT meetings between September 2010 and May 2011
- Development of the Exercise Plan, scenario, neighborhood incidents, injects, etc.
- Coordination with the City of Berkeley CERT program
- Coordination with Oakland-Piedmont ARES and NALCO ARES RACES ham radio groups
- Coordination of Oakland firefighter participation
- Coordination of spontaneous volunteers, volunteer victims and coaches
- Facilitation of group networking, including managing & sharing contact information
- Coordination of Neighborhood Emergency Communications Forum
- Planning use of the City of Oakland's email and text notification system
- Marketing activities including use of social media, viral videos, flyers and email alerts
- Coordination of Exercise Orientation and Debriefing
- Development of the After Action Report

IV. EXERCISE CONTROL

Exercise control at the neighborhood level is accomplished by the Neighborhood Incident Commander, Exercise Coach if available, or both.

V. EXERCISE EVALUATION

Several levels of evaluation will be used to determine the extent to which the Exercise Objectives were accomplished, including the following:

- Immediately after the exercise ends, participants in each neighborhood will gather for a hotwash (short feedback session) to discuss their questions, comments and lessons learned.
- Each group will be asked to document their hotwash on a standard form that asks what their group did well, where improvement is needed and what lessons they learned. Groups will also be asked to track quantifiable information on the hotwash form, such as how many people in their group reached their Out-of-Area Contact, how many received a text alert from CORE, and whether or not they communicated with another group during the exercise. The hotwash form will be submitted to the CORE Coordinator for review by the CORE Citywide Exercise Planning Team.
- Later that afternoon a formal Citywide Exercise Debriefing will be held to promote discussion of new issues, lingering questions and general exercise feedback. Participants will have the opportunity to request immediate feedback from their peers during this discussion.
- Feedback from exercise participants will be compiled into an official After Action Report. The AAR will include the planning team's recommendations for future exercises and participant agency programs based on comments and suggestions expressed by participants. The AAR will be distributed to each participating group leader, Exercise Coach, planning team members, select Oakland Fire Department executive staff, the Mayor and the City Council. An electronic version of the AAR will be available for the general public as a free downloadable file on the CORE website.

VI. ARTIFICIALITIES AND ASSUMPTIONS

- 911 will not be used during the exercise.
- Neighborhood Incident Signs, provided by the CORE program and/or individual neighborhood groups, will be posted throughout participating neighborhoods to simulate individual incidents requiring emergency response during the course of the exercise.
- The full scenario and pre-scripted scenario updates are contained in this Exercise Plan, represented both as directions (prompts) to participants and as simulated messages received over the radio from KCBS 740AM. The Neighborhood Incident Commander should read the scenario aloud at 9:00am, and the scenario updates at the specific times indicated to guide the flow of the exercise. Alternately, the group may play the corresponding audio tracks from the Exercise Scenario CD at the times specified, which provide the same information as the written scenario and updates located in **Appendix A**.
- Neighborhood groups may practice relaying critical information to the Emergency Operations Center by bringing concise, written messages to ham radio operators at selected fire stations. A sample communications form can be found in the Citywide Exercise section of the CORE website. The specific fire stations that will be used in this exercise will be shared with participants by email and website announcement in April.
- For this exercise the Oakland Emergency Operations Center (EOC) will not be staffed. However, following a large earthquake or other disaster event, the EOC will be activated as quickly as possible.
- This is a functional exercise, not a full-scale exercise, thus participating groups will need to be self-sufficient and any emergency response from outside agencies will be simulated. No emergency response agencies or hospitals are participating in the exercise. Please simulate any transfer of injured persons. Mutual aid will not be requested – only simulated.
- Participating groups should focus on the primary exercise objectives outlined in this Exercise Plan, but groups are encouraged to modify their objectives as necessary based on their size, level of experience and geographic location. Suggested modifications are outlined on pages 22-26.
- All information provided by the Neighborhood Incident Commander, Safety Officer or Coach is to be considered valid by exercise participants.
- Exercise time is real time from 9:00AM to 11:30AM.
- "*STOP EXERCISE*" is the phrase to be used to stop the exercise by the Safety Officer, should a real emergency or safety hazard occur.
- Weather for the scenario is whatever the conditions are truly present on April 30, 2011.
- Oakland firefighters will attempt to visit every Oakland-based group officially registered as participants in the exercise, to the extent possible given available staff on the morning of the exercise. When they arrive, your Neighborhood Incident Commander will be expected to provide the firefighters with a summary of critical items in your neighborhood with which you need professional assistance, simulating firefighters' arrival on scene in a real disaster.

VII. SAFETY PLAN

The following measures are being taken to ensure a safe and secure CORE Exercise.

Each group that participates in their own neighborhood is required to identify a member of their group to act as the Safety Officer during the exercise. If a Coach is present to assist a participating group, the Coach may act as the Safety Officer as well.

The Safety Officer is responsible for enforcing the Safety Plan described on this page, and for intervening if any unsafe actions are undertaken by exercise participants.

The Safety Officer should be chosen on the basis of her/his knowledge of basic CORE safety practices, understanding of potential dangers inherent in exercise activities, and leadership ability to effect immediate cessation of exercise activities when she/he observes a hazardous condition.

Safety Actions:

- **Safety Officers** will be identified with red name badges. (One red name badge has been provided in a packet with this Exercise Plan to the leader of each participating group.)
- Should any person involved in the conduct of the exercise observe an unsafe condition, or sustain a real injury, they shall IMMEDIATELY identify the unsafe condition or injury to the Safety Officer.
- The phrase “**Stop Exercise**” will be the keyword to stop all exercise activities.
- All participants are required to consider **safety first** and to alert the Safety Officer of safety issues. **Safety Officers shall have the authority to stop the exercise**, and immediately contact the Exercise Leader.
- In the event of a “real” emergency that requires the response of professional emergency responders, or should an injury occur “**Stop Exercise**” will be declared and exercise play shall cease. Call 9-1-1 if appropriate.
- Volunteers who completed all CORE classes (“CORE Graduates”) and ARES ham radio operators are “Disaster Service Workers”. California Disaster Service Worker Volunteer Program Worker’s Compensation rules and coverage apply during declared emergencies and official disaster exercises, such as this Citywide Exercise. All other participants (spontaneous volunteers, individuals with less than full CORE training, Berkeley CERT volunteers, volunteer victims) are NOT covered by the California Disaster Service Worker Volunteer Program.
- All injuries of any nature shall be immediately reported to the Safety Officer.

The Safety Officer will also be responsible for tracking the participation of CORE graduates who wish to renew their CORE volunteer certification by participating in the Citywide Exercise. After the Exercise, return the completed “CORE Graduate Recertification Tracking Form”, which can be requested of the CORE Coordinator or downloaded from the CORE website, so that those CORE Graduates may receive credit for participation. This form can be found in **Appendix I** of this Plan.

VIII. COMMUNICATION PLAN

Everyone participating in the CORE Citywide Exercise is encouraged to attempt one or more objectives related to emergency communications. There are two official objectives for individuals, and four others for neighborhood groups. The following sections provide basic guidelines for various methods of communication outlined in this exercise.

A. Text Alerts from the City

More people use cell phones and text messaging every day. People use their cell phones to stay in touch with friends and families, play games, search the internet, and receive important alerts. Many people keep their cell phone with them at all times, making it a useful tool to use when relaying high priority information such as safety/emergency alerts.

The City of Oakland has a text alert system whereby community members can subscribe to receive messages on a variety of topics, either by email or text message on their cell phone. The system was used quite a bit in 2010 to alert residents and business owners of information pertaining to the trial of Johannes Mehserle and related incidents taking place within the City of Oakland. Luckily, at the time of this report, few other incidents have warranted use of these emergency text alerts.

All participants in the 2011 Citywide Exercise are encouraged to sign up for these official city alerts prior to April 30th. If you have not yet signed up for official text alerts from the City of Oakland, use the following instructions to subscribe to the alerts of your choice:

- Go to www.oaklandnet.com.
- Scroll to the bottom of the left column to where it says “Email Updates”.
- Enter your email address and click “sign up”.
- On the next page, follow the prompts to confirm your primary email address, and provide a mobile telephone number if you’d like to receive wireless (text message) alerts on your cell phone.
- If you would like to create a password to protect your subscription preferences, you may enter one on this page but it is not required to subscribe.
- On the following page check the boxes corresponding to the categories of updates you wish to receive. Be sure to select “Emergency Alerts for Residents” and “Office of Emergency Services”, in addition to any others to which you’d like to subscribe. (Note: we will only send alerts during the Citywide Exercise to users subscribed to “Office of Emergency Services”, but in a real disaster messages would send to those subscribed to “Emergency Alerts”.)
- On the bottom of the page, click the “Save” button and you’re done!

The CORE program recently created a presence on the social media website Facebook. CORE periodically shares important information about the program and the citizen preparedness industry for the benefit of CORE-trained volunteers and others throughout the community. Short messages directly from CORE can be accessed online, or sent directly to your email inbox or cell phone via text messages. We encourage you to “like” us on Facebook to stay up to date on the latest CORE news.

On the morning of Saturday, April 30, 2011 text messages will be sent to subscribers of the “Office of Emergency Services” alerts reminding them to participate in the Citywide Exercise that day, and prompting them to reach out to their Out of Area Contacts. A message will also go out to

Facebook users who subscribe to the CORE Facebook page. Individuals who subscribed to these alert systems and opted to have messages sent to their cellular phones should keep their phones on them the morning of the Citywide Exercise to ensure they receive the messages.

B. Out of Area Contact Phone Calls and Text Messages

In an emergency, communication within the disaster area may be severely restricted. Loss of telephone service, limited or no internet access, and failure of other basic infrastructure will make individual communication a challenge. Real life experience in emergencies such as following Hurricane Katrina and after earthquakes such as Loma Prieta, Haiti and Chile showed that it can be easier to reach someone far away than a person located within the disaster area. This is due to local overload conditions on the telephone and cell phone systems. Texting may be possible even when cell phone systems are unable to handle voice calls.

It is a good idea to designate someone outside the Bay Area as an Out-of-Area Contact for your family. That person would receive and relay information to you about your family. Everyone in the family should know who that person is and be prepared to call or text them with BRIEF messages such as where they are, how they are, and what they plan to do next. This can help you locate and reunite your family members.

On the day of the Citywide Exercise, you will be prompted to contact your Out-of-Area contact with a brief message. If possible, try to text that person. Be sure to clearly state that this is an exercise, NOT a real event. Remind your contact of their important role as part of your family's communication plan.

C. Communication Within the Neighborhood

CORE volunteers should be familiar with two basic methods of communication within their neighborhood: using two-way radios ("walkie talkies") and sending a written message with a runner. Each method has its benefits and drawbacks, and each has its place in neighborhood emergency communication.

When used correctly, two-way radios have the potential to enhance the communication capabilities of a neighborhood by transmitting information at a quick pace, allowing for immediate feedback, and reducing the number of volunteers needed. Two-way radios also have the potential to complicate matters if users do not follow basic radio protocol or if you suffer equipment failure. It's not required that CORE groups follow "official" radio protocol, but it is helpful if everyone within a neighborhood uses the same system.

Following are a few tips for using two-way radios within your neighborhood:

- Check your equipment regularly. If your two-way radios require batteries, store the batteries outside of your radios when they are not in use to avoid battery drain or corrosion. Keep at least one or two sets of batteries with each radio to facilitate quick start up in an emergency.
- Practice using your two-way radios on a regular basis, even if your group members are well-versed in radio use. Have any new neighbors recently joined your organization? Has your group expanded to include another block? Make sure everyone in your group is

familiar with using your two-way radios before the disaster occurs, and check any new areas of your neighborhood for “dead” spots where the radios may not work.

- Use standard protocol that relies on plain language (without codes or acronyms) to make it easier for everyone to understand each other. Some common radio terms, such as “Copy,” “Over” and “Out”, are easy for most people to remember and will help keep your radio transmissions clear, organized and brief.
- Consider taping a cheat-sheet of important reminders on the back of your radios, including the name of the team associated with the radio (if you use such a system) and the terminology your neighborhood uses for radio communications.
- Plan for message relay points to cover dead zones in your neighborhood. A dead zone is an area from which a radio transmission cannot be heard by the Neighborhood Incident Command Center. A second person with a radio located between them can relay messages.
- Remember to precede all radio transmissions with the phrase “this is an exercise” when practicing using your two-way radios.

Although two-way radios can facilitate faster communication within a neighborhood, they present some disadvantages that can be overcome by using a written message carried by a runner (a person). Radio traffic may not always be smooth and easy to hear. The person on the receiving end of the communication may forget to confirm what they heard, and wrong information can be recorded. This scenario is less likely when sending a written message with a human being who may be able to confirm or clarify the message in person. Of course with a written message handwriting is an issue, and it’s still possible that the message originator could leave out key information or be unclear. Using runners is a drain on your resources, but is a good use of volunteers who may be untrained but enthusiastic to help. Runners come in handy when radio equipment fails or when radio traffic is so overwhelmed that it is difficult to get a message through.

Here are a few tips for using runners within your neighborhood:

- When a response team is sent on assignment without a two-way radio, send an extra person on the team as a runner in case any high priority information needs to be conveyed back to the Neighborhood Incident Command Center during the assignment.
- Runners should always carry a pad of paper and a writing instrument. Duplicate or triplicate paper, such as telephone message pads, are great to have on hand because the runner can keep a record of messages delivered.
- Make sure runners have clear instructions about where to go, when to report back and safety precautions to take along the way.
- Runners can be even more effective if they use bicycles, skate boards, or other transport.

D. Communication Outside of the Neighborhood to Another Group

CORE teaches neighborhood groups to be self-sufficient in the initial 7 to 10 days after a major disaster when professional first responders will likely be overwhelmed. While each neighborhood

prepares to be on its own, there will be dozens if not hundreds of other neighborhood groups working together to help one another get through the emergency. CORE encourages organized neighborhoods to link up with other organized groups in their area to pre-plan how they can help each other in times of disaster. Here are the basic steps to start this process:

- Identify other organized groups in your area. There may be a handful within just a few blocks, or the closest one may be a mile away. See page 16 to learn how CORE can help you identify and get in touch with other organized neighborhood groups in your area.
- Establish contact with the leaders of one of more nearby groups. Brief each other on the status of your neighborhood groups (Are you brand new or well established? Do just a few of your neighbors participate in emergency preparedness activities, or are there dozens of active participants? Do you meet regularly to practice emergency response skills, or have an active online discussion group?). If your groups have pre-identified two-way radio channels to use during disasters, let each other know what they are. If either of your groups has a neighborhood evacuation route and destination planned, share that information as well.
- Plan how a runner from your group will reach the other group on foot, if need be.
- Consider hosting a joint meeting for both groups to share best practices and discuss issues of common concern such as a unique geographical feature or hazard in your area.
- Try sending radio messages between the two groups before the Citywide Exercise to determine if you can communicate directly, if you'll need a few relay points in between, or if you'll be completely reliant on runners.

E. Communication from the Neighborhood to the EOC

A critical component of a city's appeal for state and federal disaster funding is providing an accurate estimate of damage caused by the incident. The Oakland Fire Department, Office of Emergency Services requests that CORE groups provide information on damaged structures, injuries and fatalities to the Emergency Operations Center in the hours and days following a significant incident. This information will be requested immediately following the disaster, and updates will be requested on a regular basis.

Neighborhoods will also want to contact the EOC to report emergencies occurring in their area, such as localized fires, floods, people trapped, utilities out, and people needing medical attention. If the 9-1-1 system goes down or community members cannot get through, two-way communication with the city will be impossible. In that case, neighborhoods should still report the information to the EOC, with the understanding that they will not get a reply to the message and help may not arrive soon. The EOC needs the information to be reported so that emergency managers can prioritize their limited resources, but community members must remember that most of us in residential neighborhoods will be lower priorities for emergency response than areas with high density, vulnerable populations, or critical infrastructure.

Keep the following points in mind when preparing to send a message to the EOC:

- Messages to the EOC should be hand-written and signed off by the Neighborhood Incident Commander of the group.
- All messages must contain the following information: group name and location, exact address of the incident you are reporting including building/unit number, street name and type (i.e. St. or Ave.), zip code, type of report (status report or request for assistance), the incident being reported and concise details such as the extent of the problem and the

number of people affected. Each message must cover only ONE issue. Send multiple messages for multiple issues (such as one for a person trapped, another to advise of a water main break, and a third for neighborhood status update). Multiple messages permit the Emergency Operations Center personnel to route your messages to the correct staff.

- The written message should be delivered to a designated ham radio operator who will relay the message to the EOC. Designated ham radio operators will be located at fire stations throughout the city. (For the purpose of the Citywide Exercise, please do not attempt to hand-deliver the written message directly to the EOC, as the EOC will not be staffed during this drill. In a real disaster, delivery to a security check-point at the EOC will be allowed.) The locations of designated ham radio operators will be shared with participants by email and website announcement in April.

A sample communications form for messages being sent from the neighborhood to the EOC is available on the CORE website. For groups without internet access, hard copies may be requested from the CORE Coordinator.

IX. FACILITATING GROUP CONNECTIONS THROUGH A CORE GOOGLE MAP

CORE believes it is incredibly beneficial for organized neighborhoods to know the locations of other nearby groups and how to communicate with them in a disaster. CORE groups may be able to call upon one another for emergency assistance, information, resources or communication relays when professional first responders and other resources are overwhelmed or unavailable.

In support of the April 30, 2011 CORE Citywide Exercise, OES has created an unlisted Google Map to act as a platform for participating groups to locate and contact one another. The map's web address will be shared with group leaders as their group registrations are confirmed. The map will be updated throughout the months leading up to the CORE Citywide Exercise as new groups register.

All groups registered for the CORE Citywide Exercise will be featured on the map and identified by the name of their group. However, the exact address of the group, the name of the group leader and specific contact information will only be shared according to the preferences of the group leaders. Group leaders will be allowed to share as much or as little personal information as they choose. When group leaders register, they will be prompted to confirm which contact information they are willing to share, including group leader name, phone number, email address and Neighborhood Incident Command Center address. The CORE Coordinator will then add this information to the Google Map and it will be available to all other participating groups with internet access.

X. EVACUATION PLAN

In 2010, neighborhood evacuation was included in the Citywide Exercise for the first time. Neighborhood evacuation planning has not been a focus of CORE training in the past and most groups found it a daunting problem. This year, evacuation is again included as it so closely relates to the experience by those affected by the Oakland/Berkeley Hills Firestorm.

In a disaster it may be necessary to leave your home and your neighborhood quickly with little warning or time to gather your belongings. CORE training covers individual preparation for evacuation such as maintaining a Go Bag, posting a list of essential items near the door, and planning what to take when evacuating on foot vs. by car, with a few minutes warning or with more time to assemble important items, etc.

If it becomes necessary to evacuate the neighborhood after CORE response activities have begun, there are a few more steps required and they are very important steps. Number one is team member safety: everyone must be alerted to the imminent danger and everyone must be accounted for. The Neighborhood Incident Command Center must be deactivated and records preserved to the extent possible. Neighbors need to be alerted and assisted as needed. Injured persons require additional consideration. And, finally, everyone involved in response activities must get themselves, their families, and their neighbors out of the neighborhood in an orderly fashion.

As with individual preparation, neighborhood preparation will make evacuation much more manageable. CORE has prepared a checklist and guide to neighborhood evacuation as well as a checklist and guide to deactivating the neighborhood incident command center to assist groups with the nuts and bolts of evacuation. These are available in **Appendix E and F**.

Key evacuation components:

1. Assess Determine type of hazard and how soon evacuation must occur.
2. Destination Identify the evacuation destination.
3. Safe Route Determine safe escape routes. Provide clear directions to the destination.
4. Inform Notify affected neighbors of need to evacuate, time to leave, destination.
5. Transportation Find appropriate transportation for all affected neighbors.
6. Track If some choose to evacuate elsewhere, track where they are going.
7. Reassemble Meet at the destination and account for all who evacuated.
8. Notify Report the evacuation to the EOC.

Before the exercise, use a map and local knowledge to identify likely destinations in several directions away from the neighborhood. Map routes to these destinations by car and also on foot. Consider possible obstacles, dangerous conditions, and geographical difficulties when mapping the routes.

Before the exercise, determine how Neighborhood Incident Command Center records such as status board entries, team assignments, logs and volunteer check-in information will be preserved. A photo of the status board and collection of the other paper-based records could suffice. The group's records will be very important for OES staff in the aftermath of an event.

When prompted by the exercise scenario, follow your plan. Use the checklists and guides to ensure that all actions have been taken.

For this exercise, groups are asked to evacuate on foot to a location within the neighborhood. This is a simulation. There is no need to travel any great distance to demonstrate the skills needed to meet the objective.

The exercise planning team encourages every group to attempt this objective. Orderly evacuation is truly a lifesaving activity. It requires planning and thoughtful execution, but its importance to neighborhood safety cannot be overstated.

XI. PARTICIPATION CHECKLIST FOR GROUP LEADERS

- Officially register your group with the CORE office.** Mail, email or fax your completed registration form to the CORE Coordinator. If you have any questions about the registration process, you may call 510-238-6351.
- Confirm members of your neighborhood's exercise planning team,** and determine the date, time and location of two or three exercise planning meetings with your group. Use the meetings to plan your group's activities on the day of the exercise, identify any resources you want to obtain before the big day, and any skills you might want to practice in the meantime.
- Encourage interested group members to register for and attend the Neighborhood Emergency Communications Forum.** Advance registration is required. At least one person from each neighborhood group should attend.
- Clarify the goals and objectives for your neighborhood exercise.** We encourage you to use the general goal and objectives identified in this Plan, but adjust them as necessary to fit your group's needs and capabilities. Determine exactly what you want to practice in your neighborhood during the exercise and be as specific as possible.
- Identify publicity strategies to promote neighborhood participation** in the Saturday, April 30, 2011 Citywide Exercise and your group's exercise planning meetings.
- Create or update your neighborhood rosters, family rosters and equipment lists.**
- Identify at least two fire stations nearest your neighborhood.** Consider routes from your neighborhood to these stations, and how they might be affected by a major earthquake.
- Identify a member of your group who will act as the Safety Officer during the Exercise.** See page 11 for details of the Safety Plan. The Safety Officer will also be responsible for tracking CORE Graduates renewing their CORE certification by participating in the exercise.
- Participate in the Citywide Exercise on Saturday, April 30, 2011 in your neighborhood.** Use the Exercise Scenario and Neighborhood Incidents to guide your group through a mock disaster response in your neighborhood.
- Conduct a hotwash for your neighborhood participants** after the exercise between 11:30am and 12:00 noon. Capture feedback on the Hotwash Form, located in **Appendix J**.
- Attend the Citywide Exercise Debriefing** between 1:30pm and 3:00pm on Saturday, April 30 at Montera Middle School. (Directions to Montera Middle School are located in **Appendix H**.) Submit your completed Hotwash form, return any borrowed materials, and participate in a discussion of your exercise experience with representatives from dozens of other neighborhood groups.
- Plan a follow up meeting with your neighborhood group members** in the summer to build on the momentum of the Citywide Exercise experience. Discuss lessons learned, identify action items, and encourage additional CORE training.

XII. NEIGHBORHOOD EMERGENCY COMMUNICATIONS WORKSHOP

This year the Oakland Fire Department, Office of Emergency Services is organizing a special event designed to help neighborhood groups and individual Citywide Exercise participants prepare for the April 30th drill – and it's more than the typical Exercise Orientation. On Saturday, February 26th the CORE Citywide Exercise Planning Team will facilitate a Neighborhood Emergency Communications Workshop between 9:00am and 12:00 noon at Montera Middle School. (Directions to Montera Middle School are located in **Appendix H.**) The goal is to help prepare participants for success in the Citywide Exercise and to provide opportunities for CORE volunteers and their neighbors to enhance their skill level in various aspects of Neighborhood Emergency Communications.

This event will feature an orientation to the Citywide Exercise, a networking activity and hands-on communications training.

- The orientation will highlight important parts of the Exercise Plan, particularly those about neighborhood emergency communications.
- Our networking activity will encourage participants to meet others from their area and get to know what they can offer one another in terms of skills and resources.
- Three breakout sessions featuring skill demonstration and hands-on practice will focus on communication within a neighborhood (two-way radio use), the practice of changing command, and communication outside of a neighborhood (effective message writing, reporting to the Emergency Operations Center, and the ham radio network).

Participants are welcome to bring your own two-way radios if you'd like help understanding how to use them. We also encourage you to bring any questions you may have related to Neighborhood Emergency Communications as there will be many opportunities to discuss your concerns, including a formal question and answer session at the end of the workshop.

This exclusive event is only open to individuals who are also registered for the CORE Citywide Exercise on April 30, 2011. (If you are individually registered for the Citywide Exercise, or if you plan to participate as a member of an organized group that is registered for the Exercise, you may attend this workshop.) Although prior CORE training is NOT required to attend, workshop content will be geared toward volunteers with some level of CORE training and familiarity with the CORE program.

Advanced registration is required, and space is limited. To sign up for the Neighborhood Emergency Communications Workshop please email the CORE Coordinator at core@oaklandnet.com or call 510-238-6351 and provide your name, address, phone number and email address.

XIII. EXERCISE ORIENTATION

In the past, the Citywide Exercise Orientation has been the time when the Exercise Plan and other support materials were provided to participants. It followed a formal agenda with planning team members presenting highlights of the Exercise Plan, and included time for some networking among participants and a Q&A session. These elements will be part of the Neighborhood Emergency Communications Workshop this year, and the Exercise Plan is being made available to registered groups in the first week of February. An orientation meeting separate from the Neighborhood Emergency Communications Workshop is not planned, but questions about the Citywide Exercise can always be directed to the CORE Coordinator at core@oaklandnet.com or 510-238-6351.

XIV. EXERCISE DAY AGENDA

9:00 A.M. - 11:30 A.M.	Citywide Exercise Operation
11:30 A.M. - 12:00 P.M.	Neighborhood Hotwash <i>(Lunch on your own)</i>
1:30 P.M. - 3:00 P.M.	Citywide Exercise Debriefing

XV. EXERCISE DEBRIEFING

The 2011 Citywide Exercise Debriefing is also receiving a bit of a facelift. **The goal of this year's Citywide Exercise Debriefing is to provide an opportunity for discussion and immediate feedback about one another's experience in the exercise**, including asking lingering questions and sharing best practices. Attendees will spend some of the time together as one large crowd, and some of the time broken into smaller clusters to discuss specific issues of concern. The Citywide Debriefing is also the time to submit completed feedback forms and return any materials borrowed from the CORE office, such as "Exercise in Progress" sign boards.

The Citywide Exercise Debriefing will be held from 1:30pm to 3:00pm at Montera Middle School on the afternoon of the Citywide Exercise, Saturday, April 30, 2011. (Directions to Montera Middle School are located in **Appendix H.**)

At least one representative from each participating neighborhood group is encouraged to attend the Citywide Exercise Debriefing. Space is limited based on our venue's capacity, so only a handful of volunteers from each group should plan to attend.

Advanced registration is required, and space is limited. To RSVP to the Citywide Exercise Debriefing please email the CORE Coordinator at core@oaklandnet.com or call 510-238-6351 and provide your name, address, phone number and email address. Registrations will be actively solicited in April.

XVI. SUGGESTED EXERCISE DAY ACTIVITIES

The following pages describe activities that individual participants or neighborhood groups can do to meet the official Exercise Objectives. These activities are suggestions only and not meant to be construed as mandatory.

Each group can pick and choose which activities they wish to attempt based on their resources and skill level. Suggestions are based on the group's skill level as abbreviated by the letters A, B and C:

A level: Participants have little or no CORE training.

B level: Limited number of participants or few with CORE training.

C level: Functional group.

Everyone is encouraged to take action to meet the first two objectives.

Objective 1: (Individuals) Communicate with an Out-of-Area Contact

	A	B	C
Contact your Out-of-Area contact. Call or text your Out-of-Area contact with a BRIEF message. Note that this is an exercise and your message should not alarm your contact. In an actual emergency telephone and cell phone systems can be overwhelmed. Text messages may be more successful than voice calls.	X	X	X

Objective 2: (Individuals) Receive an official text notification from the City of Oakland/CORE

	A	B	C
Receive an official text notification from the City of Oakland/CORE. Pre-exercise sign-up for text notification is required to accomplish this objective. Inform other participants how to sign up for future official notification.	X	X	X

Objective 3: Demonstrate effective communication within the neighborhood

	A	B	C
Teach participants how to use two-way radios. Use FRS or GMRS two way radios (Walkie Talkies) to demonstrate basic radio communication within the neighborhood. Participants may use their own radios. Include channel selection and radio protocol. Discuss dead zones, frequencies and radio traffic issues. Practice radio use.	X		
Set up a Neighborhood Incident Command Center (NICC). It is strongly suggested that the NICC set up be completed prior to the start of the exercise at 9:00am. This will give participants a chance to arrive & check in without waiting for the command staff to set up status boards, reception tables, etc.		X	X
Practice using two-way radios to control dispatched teams in the field. If available, issue radios to CORE teams and utilize them to maintain contact.		X	
Practice using two-way radios to control dispatched teams in the field. Use radios to control CORE teams in the field including reassignment of duties without teams returning to the NICC.			X
Maintain a radio communication log. Log all radio contacts. A sample radio log is available at the CORE website.		X	X
Change two-way radio frequencies while participants are in the field. Establish alternate radio frequencies for use by the teams. During the exercise, practice changing the radio frequency without recalling teams to the NICC.		X	X
Practice a change of command while maintaining situational awareness and effective communication among participants. Determine appropriate replacements for key command staff positions. Change command with a briefing on neighborhood status and notice to teams in the field. Those on the outgoing command staff may rotate to other positions (team leader or team member positions).			X

Objective 4: Demonstrate effective communication with another group

	A	B	C
Create a written message to another neighborhood group. Discuss the need for written messages to avoid miscommunication. Practice creating a written message using plain, concise language. Discuss how to obtain official information (such as commercial radio & TV sources, City text messages) vs. unreliable word of mouth or rumor.	X		
Create a written message to another neighborhood group as prompted by the scenario.		X	X
Pre-exercise, identify the locations of at least two groups near your neighborhood. Map primary and alternate routes from your neighborhood to these groups using the exercise scenario constraints.		X	X
Prepare to send a message to a neighboring group by radio or by runner. Assign a runner to deliver message to neighboring group OR establish radio contact with at least one neighboring group to make message passing possible. Runner assignment includes briefing the runner on duties, route, maintaining contact, reporting upon return, etc. Decide whether to actually dispatch the runner to the other group.		X	X
Establish radio contact with neighboring groups and facilitate communication in the area. Establish a local radio Net. Discover and monitor neighboring group frequencies. Offer to relay radio messages for neighboring groups as needed.			X

Objective 5: Demonstrate effective communication to the City Emergency Operations Center

	A	B	C
Pre-exercise, identify the locations of at least two fire stations nearest your neighborhood. Map primary and alternate routes from your neighborhood to these fire stations using the exercise scenario constraints.	X	X	X
Complete a status report form. Discuss why reporting status information is important and ways of submitting this report including taking it directly to the Emergency Operations Center or contacting a designated ham radio operator at a local fire station.	X		
Complete a status report form. Collect data, complete the form, obtain the required signature. A sample EOC report form is available at the CORE website.		X	X
Prepare to send a message to the EOC. Assign a runner to deliver message to the designated ham radio operator at the selected fire station OR establish FRS/GMRS radio contact with the designated ham radio operator if prior arrangements have been made. Runner assignment includes briefing the runner on duties, route, maintaining contact, what to do if no radio operator is on site, etc.		X	X
Deliver the message. Dispatch the runner and control for the runner's return OR radio the message to the designated ham radio operator at the fire station if prior arrangements have been made.			X

Objective 6: Practice an orderly evacuation of the neighborhood

	A	B	C
Map possible evacuation routes out of your neighborhood. Discuss how to prepare to evacuate and the need for predetermined routes to make an evacuation quicker and safer. Discuss evacuating by car vs. on foot. Identify possible hazards such as freeway over and underpasses, high tension power lines, geographical obstacles, etc. Determine routes out of the neighborhood in several directions both by car and on foot. Mark a map with the routes. A neighborhood evacuation flyer is available online at the CORE website.	X		
Pre-exercise, map possible evacuation routes out of your neighborhood.		X	X
Recall CORE teams from the field. When prompted for evacuation, practice recalling all CORE teams from the field, accounting for <i>all</i> participants including spontaneous volunteers and volunteer victims.		X	X
Deactivate your Neighborhood Incident Command Center including preservation of records such as status board, volunteer check-in records, and first aid & radio logs. (A Neighborhood Incident Command Center Deactivation guide and checklist are available in Appendix C and D.)		X	X
After recalling the teams, discuss what participants would need to do to evacuate in the time frame of the scenario. Talk about your pre-determined evacuation routes and how they would work in this scenario. (An evacuation guide and checklist are available in Appendix E and F.)		X	
Conduct an evacuation to a location within the neighborhood. Follow your neighborhood evacuation plan. Move all participants away from your NICC site to a pre-identified meeting location within the neighborhood. Participants could bring their Go-Bags from home.			X

APPENDIX A. EXERCISE SCENARIO AND PROMPTS

Pre-exercise prompt:

1. The Neighborhood Incident Command Center should be set up prior to the start of the exercise.
2. Advise participants that there will be a 10:00 am aftershock as part of today's exercise and how you will notify them of this event (blow a whistle, use radios, etc.)

9:00am

Scenario: A 7.0 earthquake occurred a few minutes ago on the Hayward Fault. Local nerves were already frayed following yesterday's minor earthquake. Many neighborhood CORE and CERT groups had set up their operations although there was no reported damage. Now the Big One has hit the Bay Area! Landline telephone service is down. Cell phones are limited to texting where signals exist at all. Extensive damage is reported to roadways – CalTrans is advising everyone to stay off of freeways or overpasses until they can be inspected. Bridges in the entire Bay Area are closed for inspection. BART remains closed until further notice for inspection of tracks. The Posey Tube is closed for inspection following reports of flooding. Sewer lines in many parts of Oakland, Berkeley and Alameda may have sustained damage and residents are asked to refrain from using the sewer system until inspections can be done. Water supplies appear to be intact with only isolated water main breaks. Residents are advised to use bottled water or boil their water until East Bay MUD can test tap water for contamination. Power lines are reported down in some areas and wide areas of power outages have occurred. PG&E is investigating several reports of gas line failures. USGS experts stress the possibility of strong aftershocks and remind everyone to be ready to Duck, Cover and Hold On whenever an aftershock occurs.

Prompt:

1. Everyone present is asked to try to reach their Out-of-Area contact right now to remind them of their role as message center for the family. If your Out-of-Area contact uses text messaging, please try to text them. A possible message might be: "Practicing earthquake preparedness. YOU are our family's emergency contact. This is only practice."

Prompt:

1. The Neighborhood Incident Commander should assign volunteers to help as they arrive.
2. Conduct Damage Assessment of the neighborhood as soon as possible.
3. While damage assessment occurs, assess skills of remaining volunteers for assignment to other teams.
4. Establish a Communications team within the NICC to monitor commercial radio and control contact with deployed teams.
5. Once Damage Assessment information is provided to the Command Center, prioritize response and dispatch Hazard Reduction, Light Search & Rescue, and Disaster First Aid teams as needed.
6. If resources permit, volunteers should also be assigned to the Sheltering & Special Needs team.

(scenario continued on next page)

9:30 am

Scenario: FRS channels have become very congested. You are no longer able to reliably hear transmissions from your teams.

Prompt: Locate a clear channel and change frequencies with your teams in the field.

9:45am

Scenario: The First Aid Station reports a shortage of first aid supplies.

Prompt: Contact a neighboring group to ask if they have first aid supplies to share.

10:00am

Scenario: Earthquake!! Duck, Cover and Hold On !! A sharp, quick 6.5 aftershock.

Prompt:

1. Blow a whistle or use other means to cue the participants to Duck, Cover & Hold in place.
2. Verify that your teams are OK.
3. Reassess neighborhood damage following the aftershock. If possible, reassign some teams already in the field to do the update of Damage Assessment without recalling everyone to the NICC.
4. Your Neighborhood Incident Commander, scribe, and First Aid Team leader are tired and need to step down (they may rotate to team member positions). Change command including briefing the incoming people on status.

10:30am

Scenario: The EOC asks all CORE groups to report their status.

Prompt:

1. The Neighborhood Incident Commander and Communications team should write a concise neighborhood status message to send to the EOC. Use the sample CORE EOC Report form for this message.
2. Send the message via designated ham radio operators at fire stations.

11:00am

Scenario: A fast moving fire coming from the south threatens the neighborhood. Official sources have advised that evacuation must begin in 15 minutes.

Prompt:

1. Recall teams in the field. Account for all participants.
2. Deactivate the NICC including records preservation.
3. Follow your neighborhood evacuation plan (simulate evacuation by walking to a pre-designated meeting point within the neighborhood).

11:30am - end of exercise; gather for neighborhood hotwash until 12:00pm

APPENDIX B. PLAN, PREPARE, GO! A GUIDE TO EVACUATING YOUR HOME

If you must evacuate your home, planning ahead will help you save the most essential items, find a safe escape route away from danger, and locate a suitable place to stay. Refer to the next page for help identifying what to take with you.

Plan Ahead

- *Where Will You Go?* Plan ahead to stay with family or friends outside your immediate neighborhood for local disasters such as fire, and outside the area for large disasters such as earthquakes. If you cannot get to family or friends due to road closures, etc., you may need to go to a public shelter.
- *How Will You Get There?* Plan ahead by mapping several evacuation routes going in different directions away from your neighborhood. Think about potential problems like downed trees, power lines, or overpasses that might prevent a car from passing. Your route on foot might include hiking trails, bicycle paths, or gates through a neighbor's yard. Keep the map with marked routes near your door. Also, be sure to keep your car's gas tank at least half full at all times.
- *What Will You Take?* Plan ahead by listing what to take and where each item is located. Make the list in three parts: what to take if you must evacuate on foot, what to take if you have just 5 minutes warning and a car, and what to take if you have 30 minutes warning and a car. Keep the list with your map near the door.
- *How Will Your Family Find You?* Plan ahead by identifying a reunification site away from your neighborhood as well as an out-of-area contact who can relay messages between family members.
- *Who Will Care For Your Pets?* Pets (other than service animals) are not allowed at most public shelters. Plan ahead for a safe, secure place to take your pets if you must evacuate.

Prepare to Evacuate

- When you learn that evacuation may be necessary, listen to emergency broadcast radio stations KCBS 740 AM; KNBR 680 AM; or KGO 810 AM for updates on the fire's direction or earthquake damaged areas and the safest escape routes.
- Use your detailed map with your primary evacuation routes already highlighted. Check which routes may be the best based on radio updates.
- Move your car off the street so that you don't block emergency vehicles. Park with the front of the car facing the street. Shut the doors and roll up the windows to keep smoke out.
- Confine your pets so they don't run away and you can bring them with you if you need to leave quickly.
- Assemble your irreplaceable possessions from your "What to Take" list. (See next page.)
- Arrange temporary housing at a friend's or relative's home outside the threatened area.
- Tell neighbors where you are going. Offer a ride to those without transportation.

Go!

- Stay calm. Follow your plan. Leave in a safe, orderly way.
- Do not risk your life or the lives of others by staying in your home when ordered to evacuate. Follow instructions from police & fire personnel.
- Lock your house.
- Reunite your family at your pre-identified reunification site. Call your out-of-area contact to report your location and what you will do next.
- Continue to monitor radio or TV emergency broadcast announcements to learn when you may safely return to your home.

APPENDIX C. NEIGHBORHOOD INCIDENT COMMAND CENTER DEACTIVATION GUIDE

Neighborhood Incident Command Center (NICC) deactivation is the closing of the NICC. This process, similar to opening the facility, requires a few steps to ensure safety and efficiency. Deactivation must occur eventually following all activations, and is generally not a rushed procedure. However, when evacuation is necessary the NICC deactivation can be carried out in a matter of minutes. This guide and the checklist on the following page are intended to assist neighborhood groups with the NICC deactivation process.

Overview of the NICC Deactivation Process:

- | | |
|-----------------|--|
| 1. Announce | Set a time for deactivation. |
| 2. Recall Teams | Recall and account for all team members. |
| 3. Check Out | Account for equipment & supplies. Release team members. |
| 4. Records | Preserve all logs, status board entries, assessments & reports. |
| 5. Notification | Report the deactivation to the EOC. Provide contact information for future reporting and records transfer. |

Announce

Determine when the NICC will be deactivated. When CORE activities have ended, it's time to deactivate the NICC. Just as the NICC grows to accommodate all the CORE actions needed in the neighborhood, the reduction of activities means a scaling back and finally deactivation. *A neighborhood level evacuation signals the immediate deactivation of the Neighborhood Incident Command Center (NICC). In the case of a neighborhood evacuation, if there is some time before evacuation will occur, CORE can continue to function until it's time to leave. If an immediate threat exists, a quick take down is all that's needed.*

Recall Teams

Accounting for all team members is the *highest priority*.

Check Out

If time permits, set up a formal volunteer sign-out and equipment sign-in before releasing team members. If not, do a quick head count and go. Always account for all team members.

Records

It is important to preserve records of CORE activities. The damage assessments and other logs and records will be very useful documentation following the event. In an evacuation, gather all written records and take them with you. If a large status board is used, a photo of the board will preserve that record. Preserve records in a waterproof container like a bin that seals or a large zip top bag.

Notification

Notify the EOC of the NICC deactivation due to evacuation via RACES amateur radio operators at fire stations or public shelters. Provide information on the checklist. This notification can be combined with the evacuation notice if necessary.

Neighborhood Incident Command Center Deactivation Checklist

Assess the need to continue NICC operation:

- Active. Additional CORE activities are foreseeable. Do not deactivate.
- Completed. CORE activities have ended or neighborhood level evacuation required.

If decision is made to deactivate:

ANNOUNCE DEACTIVATION

- Determine when NICC will cease operation
- Inform all CORE teams of NICC deactivation

RECALL TEAMS

- Close Disaster First Aid Station, shelter(s), and any other auxiliary facility
- Recall all Response Teams in the field
- Account for every CORE member who was on duty

CHECK OUT

- Have each volunteer sign out
- Check in all equipment and note any damage
- Inventory supplies
- Return borrowed equipment

RECORDS

- Collect all written records, logs, assessments, and reports
- Record status board entries, if not previously written (or photograph)
- Prepare summary reports of damage and injuries
- Put records into a waterproof container (bin or large zip top bag)
- Designate who will preserve the records for eventual submission to EOC

NOTIFY: REPORT TO THE EOC

Include:

- time & date NICC was deactivated
- neighborhood name
- street address of NICC with zipcode
- neighborhood boundaries
- number of CORE members who were activated
- name and contact info for person preserving records
- information from the Disaster Information Summary forms (CORE II manual)
 - property damage summary
 - injuries/deaths summary

Neighborhood Evacuation Guide

When the neighborhood is no longer safe, evacuation will be necessary. This presents a unique challenge to the neighborhood CORE group. The scope of the evacuation effort will depend on many factors such as type of hazard, warning available, damage, etc.

If a small section of the neighborhood is unsafe, a re-housing program may handle those displaced. Re-housing asks neighbors to permit others to share their undamaged/unaffected homes. If a majority or the entire neighborhood is unsafe, a neighborhood level evacuation will be needed. A neighborhood level evacuation signals the deactivation of the Neighborhood Incident Command Center (NICC). This guide is intended to assist the neighborhood group with the evacuation process.

Key evacuation components

- | | |
|-------------------|--|
| 1. Assess | Determine type of hazard and how soon evacuation must occur. |
| 2. Destination | Identify the evacuation destination. |
| 3. Safe Route | Determine safe escape routes. Provide clear directions to the destination. |
| 4. Inform | Notify affected neighbors of need to evacuate, time to leave, destination. |
| 5. Transportation | Find appropriate transportation for all affected neighbors. |
| 6. Track | If some choose to evacuate elsewhere, track where they are going. |
| 7. Reassemble | Meet at the destination and account for all who evacuated. |
| 8. Notify | Report the evacuation to the EOC. |

The Evacuation Checklist covers the most common activities necessary to evacuate an area. Following is an overview of the components of the checklist:

Assess

- Assess the extent to which the evacuation must occur (e.g., some, most, or all buildings).
- Assess the hazard type (e.g., wildfire, haz mat contamination, earthquake damage, flooding).
- Consider the amount of warning available (e.g., is an immediate retreat required, are there a few moments to gather essentials, or perhaps half an hour to pack up?).
- Identify available safe escape routes by car or on foot.
- **If the entire neighborhood is unsafe, simultaneously begin deactivation of the NICC.** Neighborhood CORE activity will end with the evacuation of the neighborhood. Refer to the NICC Deactivation Guide and Checklist on pages 16-17.
- If only part of the neighborhood is unsafe, decide whether to re-house displaced neighbors with others in the neighborhood or direct those affected to a public shelter. Your estimate of the number of people displaced and your ability to accommodate them within the neighborhood will inform this decision.

Destination

- Designate an evacuation destination. The message “Get Out!” is not appropriate. A specific destination ensures people leave in a safe direction.
- If there is time, scout the destination to be sure it can handle the number of people evacuating.
- Emergency announcements over the radio and T.V. will include the locations of public shelters.

Safe Route

- Planning alternate escape routes and potential destinations in advance will save crucial time!
- Quickly review the information gathered from Emergency Alert System radio broadcasts you have been monitoring.
- Determine whether evacuation can occur by car or if it must be on foot. (Are there reports of downed power lines, blocked roads, damaged bridges or overpasses?)
- Designate a route. The safest route may not be the most direct; unforeseen hazards such as downed power lines may require detours.
- Do not assume everyone can find the destination. Use volunteers at each turn and maintain a clear directional system.

Inform

- Inform all impacted by the hazard. Send CORE teams to contact neighbors and advise of the hazard, time left before needing to leave, the destination and the safe route. Ask if they need assistance with transportation, and record if staying or going to another location.
- Use a whistle or bullhorn to draw neighbors into the street and speed up this step.

Transportation

- Determine whether special transportation arrangements are needed.
- Organize carpooling.
- If evacuation must be on foot, determine how the injured and those with mobility challenges will be evacuated. Be creative! Wagons, wheelbarrows, even rolling chairs may be useful.

Track

- Track neighbors using the Displaced Neighbors log. This will assist first responders with later efforts to locate missing persons and allow better accounting at the evacuation destination.
- If some neighbors decide to remain, note who and where they are.
- Some neighbors may choose to go to a different destination such a family or friends outside the hazard area. Record where they are going and contact information at the destination.

Reassemble

- Reassemble at the designated destination.
- Ask those evacuating to the designated destination to check-in on arrival. Try to account for all who were evacuated.
- If the destination is within your neighborhood, this will be straightforward. If the destination is outside the neighborhood, this may not be possible.

Notification

- Notify the Oakland Emergency Operations Center of the evacuation. Use runners or ARES ham radio operators to relay your message.
- The EOC needs to know the number of displaced persons, where they are going, and how they are getting there. This will assist them in providing available support and supplies.
- If you check in at a public shelter, inform the shelter manager of the number evacuated.

APPENDIX F. NEIGHBORHOOD EVACUATION CHECKLIST

Assess the need to evacuate:

TYPE OF HAZARD

- Fast moving
- Threatening
- Ongoing

SCOPE OF HAZARD

- All structures damaged/threatened
- Many structures damaged/threatened
- Few structures damaged/threatened

EVACUATION TIMEFRAME

- Immediate retreat
- 5 Minute Warning
- 30 Minute Warning

If decision is made to evacuate, proceed with the following steps:

IDENTIFY EVACUATION DESTINATION

- Refer to emergency announcements
- If time permits, scout out destination before sending everyone to that location

IDENTIFY A SAFE ESCAPE ROUTE

- Determine if evacuation is possible by car or must be on foot
- Map route, determine directions
- Determine where way finders will be stationed

INFORM EVERYONE IMPACTED BY THE EVACUATION

- Use a bullhorn or blow whistles to bring neighbors out & save time.
- Inform of the threat, time left before evacuation occurs, destination site, and safe route.
- Ask if anyone needs assistance or transportation
- Record if anyone is staying behind or going to a different destination

ARRANGE TRANSPORTATION

- If evacuating by car, arrange carpools as needed
- If evacuating by foot, find transport for injured or mobility challenged

TRACK NEIGHBORS USING THE DISPLACED NEIGHBORS LOG

- Number evacuating to your specified destination
- Number evacuating to other locations
- Number staying behind

EVACUATE THE AREA

- Send volunteers ahead as way finders on route. Station at all turns with a map of route.
- Send a volunteer to the destination to receive evacuees.

REASSEMBLE AT THE DESTINATION SITE

- Meet at the destination and account for all who evacuated.
- Remember, CORE is no longer active after neighborhood evacuation.

NOTIFY: REPORT TO THE EOC

Include:

- Time & date
- Neighborhood name, street address of Command Center with zip code
- Area evacuated
- Reason for evacuation
- Evacuation Destination & # accounted for at this location
- Mode of transportation
- Number of uninhabitable residences in the neighborhood & # of people displaced from their homes
- Number and locations of live people who stayed behind and # deceased left in neighborhood
- Contact name & phone number for group leader and person maintaining CORE records

APPENDIX G. EXPECTATIONS OF THE EXERCISE COACH

- Prior to the day of the Citywide Exercise, review the Exercise Plan and establish contact with the neighborhood group you will be coaching. Discuss any questions they may have, and contact the CORE Coordinator if clarification or additional information is needed. Be sure you understand the specific objectives your group will focus on meeting during the Citywide Exercise.
- On Saturday, April 30, 2011 report to your assigned neighborhood no later than 8:45am. Introduce yourself to the group. If you have any CORE, Office of Emergency Services or Oakland Fire Department shirts or hats, please wear them. You may pick up a CORE baseball cap at the Office of Emergency Services prior to this date by calling the CORE Coordinator at 510-238-6351.
- Prompt the group to refer to the Exercise Scenario (**Appendix A**) at the times indicated. This will help guide the flow of the exercise. The scenario and updates are printed in this Exercise Plan, and also provided as audio tracks on a CD. Groups have the option to set up a CD player and listen to the scenario and updates, or read them straight out of this document.
- If the group was unable to identify their own Safety Officer, you will take on that role during the entire exercise. Be sure to wear the red name tag identifying you as the Safety Officer.
- The group may prefer you to generally monitor the activity and provide immediate guidance, or you may be asked to fill a specific role within the Neighborhood Incident Command Center based on their needs. Possible roles include the Neighborhood Incident Commander, Assistant Neighborhood Incident Commander, Net Control, Scribe or a Greeter. Your flexibility is appreciated.
- Around 11:30am the group should end the Exercise and gather together for a hotwash (short debrief), at which time the group members and the Coach will share feedback about the neighborhood's experience. (Any Spontaneous Volunteers or Victim Volunteers present should provide their feedback at this time also.)
- After the exercise, you are encouraged to attend the Citywide Exercise Debriefing from 1:30 to 3:00pm at Montera Middle School. (Directions to this site are located in **Appendix H**.) (Please note that lunch will NOT be provided by CORE.) The leader of your group and a handful of other members of the group are also invited to the Debriefing. If no one else from your site attends the Debriefing besides you, please bring and turn in their hotwash form, CORE Graduate Recertification Track Form and the "Exercise in Progress" signs on their behalf.

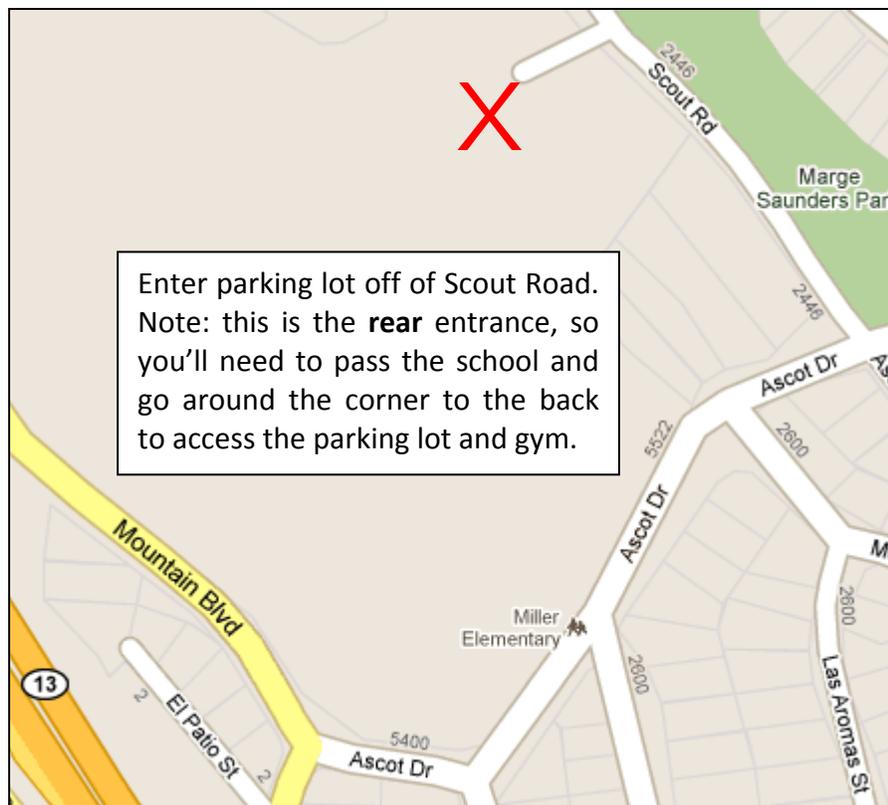
APPENDIX H. DIRECTIONS TO MONTERA MIDDLE SCHOOL

The Oakland Unified School District and Principal Russon Mesfun have graciously agreed to host two of our official events associated with the 2011 CORE Citywide Exercise at Montera Middle School: the **Neighborhood Emergency Communications Workshop on February 26th** and the **Citywide Exercise Debriefing on April 30th**.

Free off-street parking is plentiful on the Montera Middle School campus but carpooling is encouraged as we expect large crowds for both events.

Montera Middle School
5555 Ascot Drive, Oakland CA 94611

Note: the school's official address is on Ascot Drive, but the entrance to the parking lot is around the corner on Scout Road. The directions below are to the parking lot. On the days of our events signs will guide you from the parking lot to our activities in the school gymnasium.



Directions from North Oakland/Berkeley:

- Take Highway 13 South
- Exit at Park Boulevard
- Turn left onto Park Boulevard
- Turn right onto Mountain Boulevard
- Veer left onto Ascot Drive
- Turn left onto Scout Road
- Turn left into parking lot

Directions from East Oakland:

- Take Interstate 580 West
- Merge onto Highway 13 North
- Exit at Joaquin Miller Road
- Cross Joaquin Miller Road
- Veer slight left onto Mountain Blvd.
- Turn right onto Ascot Drive
- Turn left onto Scout Road
- Turn left into parking lot



CORE Graduate Recertification Tracking Form

for Volunteers Participating in the Annual CORE Citywide Exercise



CORE graduates are now eligible to renew their CORE volunteer certification (and CORE ID card) by participating in the annual CORE Citywide Exercise. If you are a CORE graduate and would like to update your certification today, please provide the information requested below. An updated expiration date sticker for your CORE ID card will be sent to you in the U.S. mail within two weeks of the Citywide Exercise. The update will extend your certification for two years from the date of the Citywide Exercise.

If you need a replacement CORE ID card because yours was lost or stolen, you must come to the Oakland Fire Department, Office of Emergency Services in person to have your photo taken and to sign a new card. Please contact the CORE Coordinator at 510-238-6351 or core@oaklandnet.com to schedule an appointment if this applies to your situation.

Group Name: _____ **Today's Date:** _____

Name of Safety Officer/Exercise Coach verifying participation of those listed above: _____

	Name of CORE Grad	Mailing Address	Email Address	Phone	Need new <u>card</u> ? (yes or no)
1					
2					
3					
4					
5					

APPENDIX I. CORE GRADUATE RECERTIFICATION TRACKING FORM (SIDE 2)

	Name of CORE Grad	Mailing Address	Email Address	Phone	Need new <u>card</u>? (yes or no)
6					
7					
8					
9					
10					
11					
12					
13					
14					
15					

*Please return this completed form during the Citywide Exercise Debriefing on April 30, 2011
or send it to the CORE Coordinator as soon as possible after the Exercise.
(Fax: 510-238-7761; email: core@oaklandnet.com; mail: 1605 Martin Luther King, Jr. Way, Oakland, CA 94618.)*

