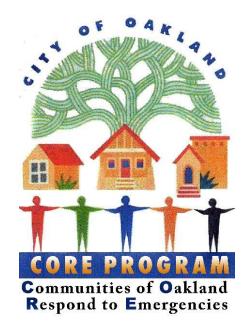
CORE



Citywide Emergency Response Functional Exercise Plan

Saturday, April 24, 2010

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I. BACKGROUND

Since 1983 Oakland has experienced declared disasters as follows:

- 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

The City of Oakland has experienced significant disasters in the past fourteen years. 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 spills, 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 has become a multi-hazard citizen 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 it's inception in 1990, the CORE Program has provided free, community-based training to more than 19,000 residents. 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. In April 2007, 35 CORE groups participated in the Citywide Emergency Response Functional Exercise, 25 participated the following year in April 2008, and 29 in April 2009. 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.

II. GOAL

The goal of the 2010 CORE Citywide Emergency Response Functional Exercise is to enhance neighborhood preparedness to respond to an earthquake scenario including physical evacuation.

III. PURPOSE AND OBJECTIVES

The purpose of the exercise is to provide practice for participants in responding to a simulated 7.0 earthquake on the Hayward Fault centered in North Oakland.

The exercise objectives for participating neighborhood groups include:

- Successful operation of CORE Response Teams and management by the Neighborhood Incident Commander.
- 2. Integration of untrained neighbors as Spontaneous Volunteers.
- 3. Deactivation of the Neighborhood Incident Command Center.
- 4. Orderly evacuation of the neighborhood.

In addition to these primary objectives, each neighborhood group can determine if they want to practice additional response strategies.

Planning meetings should include review of the Exercise Support Packet (ESP) which is designed to assist each neighborhood's planning efforts and will help ensure favorable outcomes for each group involved.

IV. ARTIFICIALITIES AND ASSUMPTIONS

- A. **911 WILL NOT BE USED DURING THE EXERCISE.** No phones or cell phones are working in the participating neighborhoods during this exercise. Remember that land line telephones, cell phones and satellite phones may not work immediately following a large earthquake. The full Communications Plan can be found in **Appendix C**.
- B. Neighborhood groups may practice relaying critical information to the Emergency Operations Center by bringing concise, written messages to ham radio operators (ARES) at <u>five selected Oakland fire stations</u>. A sample communications form will be distributed at the Exercise Orientation, and posted on the CORE website. The specific fire stations that will be used in this exercise will be announced at the Citywide Exercise Orientation on Thursday, April 8th.
- C. 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.
- D. 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.
- E. The full scenario and pre-scripted scenario updates are contained in this Plan, represented 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.
- F. More than 50 neighborhood groups will be exercising throughout the city. Participants should focus on the four exercise objectives established by the Office of Emergency Services and outlined in this Plan, but groups are encouraged to modify their objectives as necessary based on their size, level of experience and geographic location.
- G. All information provided by the Neighborhood Incident Commander, or Safety Officer or Coach is to be considered valid.
- H. 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.
- J. Weather for the scenario is whatever the conditions are truly present.
- K. Oakland firefighters will attempt to visit every official group participating in 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.

V. EXERCISE DESIGN

OES Emergency Planning Coordinator/CORE Coordinator and the CORE Citywide Exercise Planning Team (CCEPT) in cooperation with Oakland Fire Department staff planned, coordinated, executed and will provide an evaluation of the 2010 CORE Citywide Emergency Response Functional Exercise. Exercise Design activities include:

- Development of Exercise Plan
- Development of Citywide Exercise Scenario, Simulated Broadcast Messages (pre-scripted scenario updates), and individual Neighborhood Incidents
- Coordination of seven CCEPT meetings to plan and promote the exercise
- Coordination of staffing and resource needs for use of selected Oakland fire stations by ARES amateur radio operators
- Coordination of Coaches, Spontaneous Volunteers and Volunteer Victims
- Coordination of pre-exercise Orientation for neighborhood representatives and Coaches
- Implementation of the advanced CORE workshop "Effectively Managing Your Neighborhood Incident Command Center"
- Development and distribution of Exercise Support Packet (ESP), designed to assist CORE groups in their initial stages of Exercise preparation
- Coordination of the Exercise Debriefing
- Development of the Exercise After Action Report

References used in the Exercise Design include:

- CORE Manuals
- Standardized Emergency Management System (SEMS)
- National Incident Management System (NIMS)
- Incident Command System (ICS)

VI. EXERCISE CONTROL

Exercise control at the neighborhood level is accomplished by the Neighborhood Incident Commander (NIC) established by each participating group, assisted by Coaches where needed.

VII. EXERCISE EVALUATION

Multiple levels of evaluation will be used to determine the extent to which the exercise Purpose and Objectives were accomplished.

The Safety Officer in each neighborhood will observe the exercise and provide feedback to the group after the exercise concludes. Firefighter observers may also provide verbal feedback of their observations.

After each group completes the exercise at 11:30am, they will participate in a "hotwash" or feedback session, attended by all participants in their neighborhood. In addition to hearing feedback from the Safety Officer, feedback from all participants will be captured on the "Group Hotwash Form", which will be turned into the Office of Emergency Services at the Exercise Debriefing.

A formal Exercise Debriefing will be conducted at the Ira Jinkins Recreation Center following the exercise. One representative from each participating group will be asked to share their most significant lesson(s) learned.

Finally the CORE Citywide Exercise Planning Team will conduct an overall evaluation of the entire Exercise planning, coordination and implementation process at its final meeting in June.

VIII. COMMUNICATIONS

Members of the individual neighborhood groups may use two-way radios to transmit information within each participating neighborhood. All radio communications must be preceded by "this is an exercise".

Neighborhood groups may practice relaying critical information to the Emergency Operations Center by bringing concise, written messages to ARES ham radio operators at <u>five selected Oakland fire stations</u>. The specific fire stations that will be used in this exercise will be announced at the Citywide Exercise Orientation on Thursday, April 8th in a separate handout.

The Office of Emergency Services will debut a new communications form to be used for passing information from the neighborhood groups through the ham radio operators to the Emergency Operations Center. This new form will be tested in this Exercise as a draft, and the Office of Emergency Services requests participant feedback on the form before we finalize the content and format for formal use in future emergencies. This draft form will also be shared as a handout at the Citywide Exercise Orientation.

Communications to all outside agencies will be simulated through the use of the Exercise Communications Plan included in this exercise packet in **Appendix C.**

IX. SAFETY

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

Each group who participates in their own neighborhood is required to identify a member of their group to act as the Safety Officer during the exercise. In some cases, where 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.

The Safety Officer will also observe the neighborhood activities and provide feedback in verbal and written form using the "Safety Officer Feedback Form" located in **Appendix J** of this plan. This completed form should be turned in to the CORE Coordinator at the Exercise Debriefing.

Safety Actions:

- 1. **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.)
- 2. 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.
- 3. The phrase "Stop Exercise" will be the keyword to stop all exercise activities.
- 4. 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.
- 5. 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.
- 6. 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 disasters exercises. All other participants (spontaneous volunteers, individuals with less than full CORE training, volunteer victims) are NOT covered by the California Disaster Service Worker Volunteer Program.
- 7. 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. Return the completed "CORE Graduate Recertification Tracking Form" to the CORE Coordinator at the Exercise Debriefing.

X. AFTER ACTION REPORT

An exercise After Action Report (AAR) will be prepared and distributed to each participating neighborhood group Leader, Coach, CCEPT member, interested OFD staff, the Mayor and to the members of the City Council. Based on comments and recommendations for change expressed during the Exercise Debriefing, an Improvement Plan (IP) will be included in the AAR.

XI. PUBLIC INFORMATION

The CORE Coordinator, Office of Emergency Services management and the City of Oakland's Public Information Officer (PIO) prepared information for media releases to be released one week ahead of the exercise, and again the day before the exercise.

XII. EXERCISE ORIENTATION

An Exercise Orientation will be held on Thursday, April 8, 2010 from 6:30 to 8:00pm at the Ira Jinkins Recreation Center, 9175 Edes Avenue (see directions in **Appendix H**). **At least one representative from each participating group must attend the Orientation to pick up materials.** The Orientation is an opportunity for leaders of all groups officially participating in the Citywide Exercise (and up to five additional members of each participating group) to review the Exercise Plan and ask any last minute questions prior to the Citywide Exercise. Leaders of groups participating for the first time will be able to meet their Coaches and network with other group members in their area.

XII. EXERCISE DAY AGENDA: Saturday, April 24, 2010

9:00 A.M. - 11:30 A.M. Exercise Operation

11:30 A.M. - 12:00 P.M. Neighborhood Hotwash

12:00 P.M. – 1:00 P.M. Please plan to eat lunch on your own and travel

to the Citywide Exercise Debriefing during this hour. Note: food is not allowed in the Debriefing

facility.

1:00 P.M. – 2:30 P.M. Exercise Debriefing @ Ira Jinkins Recreation

Center (See directions in **Appendix H.**)

At least one and up to six representatives from each group are invited to attend the Debriefing.

XIII. DISTRIBUTION of EXERCISE PLAN

| Neighborhood Group Leaders | 1 each |
|----------------------------|----------|
| ARES/RACES members | 1 each |
| CCEPT Members | 1 each |
| OFD Command Staff | 5 copies |
| OES Staff | 1 each |
| Coaches | 1 each |

XIV. GUIDELINES FOR NEW PARTICIPANTS

- 1. THIS IS A TRAINING EXERCISE AND NOT A TEST.
- 2. Questions are to be directed to your Neighborhood Incident Commander (NIC), or Coach if your group has been assigned one.
- 3. Everyone participating in the exercise should be briefed on the Safety Plan in section IX.
- 4. Actions and decisions should be consistent with your exercise plan and CORE training.
- 5. Reference the Exercise Scenario and Pre-Scripted Scenario Updates (**Appendix A** and **B**, respectively) to guide your actions during the Exercise.
- 6. If anyone participates in your neighborhood's exercise who is not already a member of your CORE group, you should incorporate them as Spontaneous Volunteers. Suggestions for how to incorporate Spontaneous Volunteers are included in the Exercise Support Packet, which all participating groups should have already received.
- 7. If you plan to practice communications during this exercise, please read the Communications Plan in **Appendix C**. If you relay information to a local fire station, please use the new communications form **provided as a handout at the Citywide Exercise Orientation**. This form is also available for download from the CORE website.
- 8. Neighborhood evacuations should be practiced fully to the extent possible. The destination for this simulated evacuation should be within the neighborhood. The exercise is intended to focus on the actions needed to evacuate (notification, retrieval of personal items, packing the car, leaving the driveway) rather than an elaborate caravan to a distant point. Driving around the block or to a point within the neighborhood is sufficient.
- Deactivation of the Neighborhood Incident Command Center should be practiced fully to the extent possible. Use of the NICC deactivation checklist and the new EOC communications form in carrying out this action is encouraged. Forms are available online www.oaklandcore.org.
- 10. Please submit feedback (and examples where possible) of all CORE forms used in this exercise. If your group used a different, locally produced form or a different method (such as index cards instead of a status board) please submit details and examples. We will use these comments, examples, and feedback to review and update the CORE forms.
- 11. Give all feedback forms to the CORE Group Leader, who is responsible for submitting feedback forms to the Office of Emergency Services. These include the Group Hotwash Form (**Appendix I**), and the Safety Officer Feedback Form in **Appendix J**.

APPENDIX A

EXERCISE SCENARIO

It's 9 a.m. on Saturday, April 24, 2010. A powerful earthquake occurred 30 minutes ago at 8:30am. After checking yourself, your family and your home, you grabbed your emergency supply backpack and reported to your Neighborhood Incident Command Center (NICC). You are now prepared to open the NICC and you are the Neighborhood Incident Commander. As you begin setting up your NICC, you tune your battery/solar/crank powered radio to KCBS, 740AM, and are finally hearing preliminary reports, as follow.

Play track #1 on the Exercise Scenario CD now, or read aloud the following text:

"This is Rafael Gutierrez, with a breaking news update for KCBS News.

The U.S. Geological Survey confirmed that a magnitude 7.0 earthquake struck at 8:30am this morning on the Hayward Fault, centered in the North Oakland hills area. Several strong aftershocks have been reported. The Oakland Fire Department, Office of Emergency Services is asking residents to stay where they are if it is safe to do so and remember to "Drop, Cover and Hold On" when aftershocks occur. Volunteer Community of Oakland Respond to Emergencies or "CORE" groups are requested to immediately begin neighborhood-level response activities.

KCBS received initial reports that traffic throughout the Bay Area has come to an abrupt halt. Many East Bay freeways have sustained major damage, including parts of Highways 13, 24, 580, 880 and 980 in Oakland.

BART service has been suspended system-wide for safety inspections of all tracks. KCBS received text messages from passengers stuck on a train that is stopped somewhere in the Transbay Tube.

Utility services have been interrupted for tens of thousands of Bay Area customers. Landline telephone service has been interrupted throughout the East Bay, with the heaviest concentration of outages in Oakland and Berkeley. Power outages are also being reported across the Bay Area, and PG&E is currently shutting off gas service in heavily damaged areas to prevent fires. EBMUD is warning of a high probability of tap water contamination. Residents are urged to boil water prior to consumption, and to avoid flushing their toilets until advised whether or not city sewer lines are intact.

Our Eye in the Sky copter will be in the area shortly. Stay tuned for further updates to this developing story.

APPENDIX B

PRE-SCRIPTED SCENARIO UPDATES

The following information should be read aloud by a Communications Team member during the exercise at the times specified below, simulating information received over the radio from KCBS News. Alternately, you can play tracks #2, 3, 4 and 5 on the Exercise Scenario CD.

9:30am (Track #2)

Rafael Gutierrez for KCBS News with an update to our developing story out of the Easy Bay. At 9:28am a large aftershock was felt here in the studio and likely throughout the Bay Area. Initial reports from the U.S. Geological Survey website indicate it was a magnitude 6.2. Now to Chip Blackwell, your Eye in the Sky."

From my position in the KCBS helicopter hovering over the Bay Bridge, I can confirm that several lower sections of the Bridge's Eastern Span have collapsed into the water. Several vehicles are stopped on the bridge, unable to move forward or backward because the road around them has simply vanished. The U.S. Coast Guard is arriving on scene and water rescue resources from first responder agencies, the Neptune Society and private boats are converging on the area as well. Back to you Rafael.

Thanks Chip. Since our last update, several major building collapses have been reported, including Tribune Tower and Oakland Police Department Headquarters. Fires have also been reported in the North and East Oakland hills, and in the East Oakland flatlands. Fire crews are continuing to be dispatched.

10:00am (Track #3)

It's 10:00am and this is Rafael Gutierrez reporting for KCBS News. In the East Bay, CalTrans has reported that structural damage and numerous auto accidents are blocking emergency vehicles from getting where they need to go. The public is asked to stay off all major roads and highways to allow the professional emergency responders to reach those most in need. PG&E asks residents to shut off individual gas lines only where leaks are suspected.

Local city and county resources have been overwhelmed, and mutual aid is being requested from the state and from FEMA. City leaders have declared a local emergency and are requesting emergency declaration from the Governor and President to clear the way for state and federal funding. The City of Oakland requests that CORE groups submit neighborhood status reports to the Emergency Operations Center. The City also reports that Ham radio volunteers are stationed at several Oakland Fire Stations to relay those messages to the Emergency Operations Center.

10:30am (Track #4)

This is Rafael Gutierrez with a breaking news update from KCBS. The Oakland Police Department is issuing mandatory evacuation orders for many neighborhoods due to rapidly spreading fires and dense smoke. Fires are widespread in the industrial area around the Coliseum, downtown, and at the eastern edge of the city but dense smoke is spreading throughout the city of Oakland.

OPD is notifying affected areas via the city siren system as well as canvassing neighborhoods with official city vehicle loudspeakers. The list of neighborhoods under evacuation orders will be available for news distribution any minute. OPD is also advising that if your area is not under evacuation orders at this time, you may wish to begin preparations by accounting for your family members and packing your valuables. Volunteer CORE groups are encouraged to account for all team members and be prepared to assemble and evacuate on short notice. All resident are warned NOT to evacuate unless advised to do so. The police are stressing the message that ONLY those under evacuation orders should get on the road. Traffic congestion will be a significant problem. Remember to stay tuned to KCBS NEWS, your official Bay Area source for accurate news and frequent updates.

10:55am (Track #5)

"This is the Oakland Police Department. A mandatory evacuation order has been issued for your neighborhood due to a fast moving fire. Smoke from the fire is posing a serious hazard to your health. Your life is in immediate danger if you do not evacuate RIGHT NOW."

APPENDIX C

COMMUNICATIONS PLAN

If your neighborhood CORE group has two-way radios, your Communications Team may set up a small neighborhood network to facilitate the flow of information between the Neighborhood Incident Command Center (NICC) and Response Teams in the field. If your group does not have radios, runners can be used within the neighborhood.

As information comes in to the NICC, the Communications Team members will relay it to the Neighborhood Incident Commander, who will then be able to prioritize the response.

Steps to Take Before the Exercise:

- Practice testing your network to determine the range of the radios in your neighborhood, and then try using them under various weather conditions to see if they will work under adverse conditions.
- Pre-set the frequency and privacy codes to the same settings on all radios.
- Have a large supply of extra batteries at the NICC. (Radio users will need to carry extra batteries with them as well.)
- Establish a sign-out sheet for the radios. When radios are checked out during an exercise, write
 down who is taking which radio. When the use of the radios is suspended, the people who signed
 radios out should sign them back in.

Primary Responsibilities of the CORE Communications Team During the Exercise:

- Coordinate information coming into and going out of the NICC.
- Collect and verify information from Response Teams and individual neighbors.
- Coordinate the flow of information between Response Teams.
- Monitor emergency radio/TV broadcasts (simulated using pre-scripted scenario updates).
- Relay updated information to the Neighborhood Incident Commander.
- Record and post information.
- Keep the Communications Log as a permanent record of emergency information that was sent or received.
- Control rumors.

How to Relay Information to the Emergency Operations Center:

- Compose a written message from your NIC to Oakland Emergency Operations Center. Please
 use use the new draft communications form provided at the Exercise Orientation, and please
 provide feedback on the form.
- In the first several hours and days of an emergency, you should only try to convey critical
 information to the authorities. Critical information is: life threatening injuries; persons trapped in
 buildings that are too heavily damaged for CORE Teams to attempt search and rescue; fires,
 chemical releases and other incidents for which assistance from professional responders is
 required to mitigate the situation. If OES announces that status reports are desired, please send
 them at that time.
- Once the written message is approved by the NIC, the message should be taken by runner either directly to the EOC, or to a local fire station and given to an ARES ham radio operator who will transmit the message to the EOC. Notification of exactly which fire stations will be used in this exercise will be announced at the Orientation on April 8th.

APPENDIX D

EXPECTATIONS OF THE CORE CITYWIDE EXERCISE COACH

- 1. Attend the Citywide Exercise Orientation from 6:30 to 8:00pm on Thursday, April 8, 2010. The meeting will be held at the Ira Jinkins Recreation Center, 9175 Edes Avenue. In addition to receiving materials at this meeting, including the Exercise Plan and other instructions, you will have an opportunity to meet the leader of the neighborhood group you will coach.
- 2. On the day of the Citywide Exercise (Saturday, April 24, 2010) report to your assigned neighborhood no later than 9:00am. 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 request a CORE baseball cap at the end of the Orientation if you don't already have one.
- 3. Prompt the group to refer to the Exercise Scenario and Pre-scripted Scenario Updates (Appendix A and B) 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.
- 4. 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. Throughout the morning you should take notes to help you complete the Safety Officer Feedback Form (Appendix J). Please note that this feedback form must be turned in at the Exercise Debriefing.
- 5. 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.)
- 6. After the exercise, you are encouraged to attend the Citywide Exercise Debriefing from 1:00 to 2:30pm at the Ira Jinkins Recreation Center. (Please note, lunch will NOT be provided by CORE, and food and drinks are not allowed in the debriefing facility.) Please bring the Safety Officer Feedback Form with you. The leader of your group and up to five 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 other forms and the large "Exercise in Progress" signs on their behalf.

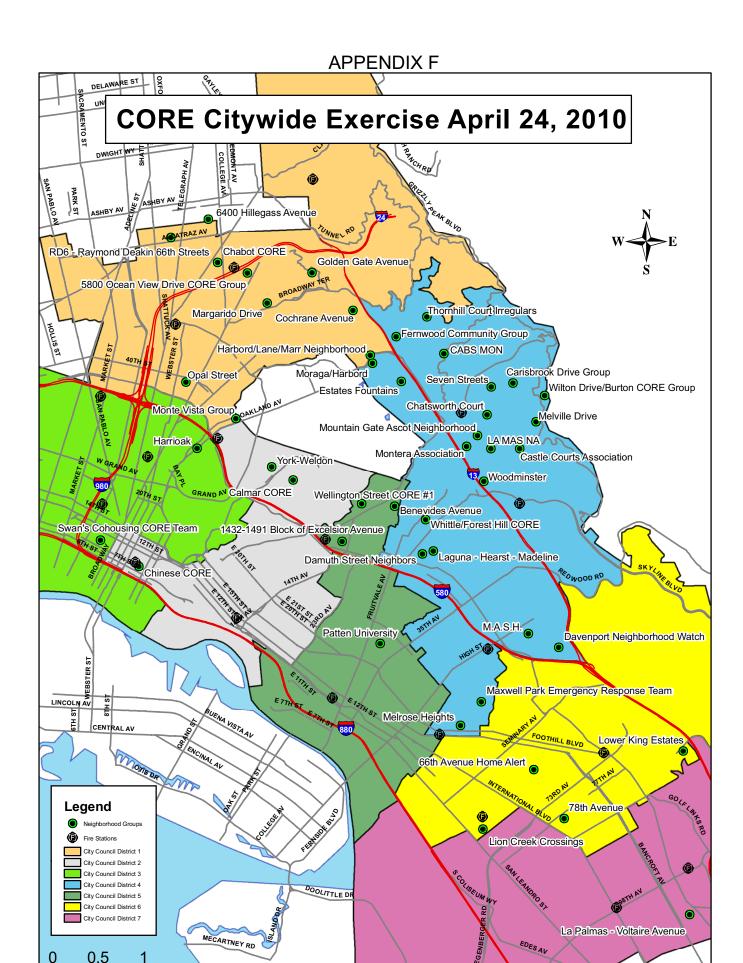
APPENDIX E

GROUP PARTICIPANT LIST

| | Group Name | City Council District |
|-----|----------------------------------|--------------------------|
| 1. | 1432-1491 Block of Excelsior Ave | District 5 |
| 2. | 5800 Ocean View Drive CORE Group | District 1 |
| 3. | 6400 Hillegass Avenue | District 1 |
| 4. | 67th Avenue Neighborhood Watch* | District 6 |
| 5. | 78th Avenue | District 6 |
| 6. | Benevides Avenue | District 5 |
| 7. | CABS MON | District 4 |
| 8. | Calmar CORE | District 2 |
| 9. | Carisbrook Drive Group | District 4 |
| 10. | Castle Courts Association | District 4 |
| 11. | Chabot CORE | District 1 |
| 12. | Chatsworth Court | District 4 |
| 13. | Chinese CORE | District 2 |
| 14. | Cochrane Ave. | District 1 |
| 15. | Damuth St. Neighbors | District 4 |
| 16. | Davenport Neighborhood Watch | District 4 |
| 17. | Estates Fountains | District 4 |
| 18. | Everett Avenue* | District 5 |
| 19. | Fernwood Community Group | District 4 |
| 20. | Fruitvale/Tiffin | District 4 |
| 21. | Golden Gate Ave. (the curve) | District 1 |
| 22. | Harbord/Lane/Marr Neighborhood | District 4 |
| 23. | Harrioak | District 3 |
| 24. | LA MAS NA | District 4 |
| 25. | La Palmas - Voltaire Avenue | District 7 |
| 26. | Laguna – Hearst - Madeline | District 4 |
| 27. | Lion Creek Crossings | District 6 |

| | Group Name | City Council District |
|-----|---|--------------------------|
| 28. | Lower King Estates | District 6 |
| 29. | M.A.S.H. | District 4 |
| 30. | Margarido Drive | District 1 |
| 31. | Maxwell Park Emergency Response Team | District 4 |
| 32. | Melrose Heights | District 4 |
| 33. | Melville Drive | District 4 |
| 34. | Minna Avenue Neighborhood Watch* | District 4 |
| 35. | Monte Vista Group | District 1 |
| 36. | Montera Assn. | District 4 |
| 37. | Moongate/Skyline Group | District 4 |
| 38. | Moraga / Harbord | District 4 |
| 39. | Mountain Gate Ascot Neighborhood | District 4 |
| 40. | Oakmore* | District 4 |
| 41. | Opal Street | District 1 |
| 42. | Parkridge Estates* | District 6 |
| 43. | Patton University | District 5 |
| 44. | RD6 - Raymond Deakin 66th Streets | District 1 |
| 45. | Seven Streets | District 4 |
| 46. | Swan's Cohousing CORE Team | District 3 |
| 47. | The Magnolia Project* | Berkeley |
| 48. | Thornhill Court Irregulars | District 4 |
| 49. | Wellington Street CORE #1 | District 5 |
| 50. | Whittle/Forest Hill CORE | District 4 |
| 51. | Wilton Dr / Burton CORE Group | District 4 |
| 52. | Woodminster | District 4 |
| 53. | York-Weldon | District 2 |

^{*}Participating in the neighborhood of a mentoring CORE Group.



] Miles

APPENDIX G

OTHER EXERCISE PARTICIPANTS

Oakland City Council Members and Staff

Oakland Fire Department

Chief Gerald Simon Deputy Chief Mark Hoffman Deputy Chief James Williams

Oakland Fire Department Office of Emergency Services

Renee Domingo, Emergency Services Manager
Kathleen Crawford, Assistant Emergency Services Manager
Kaity Booth, Emergency Planning Coordinator/CORE Coordinator
Cynthia Chimonyo, Emergency Planning Coordinator
Cathey Eide, Emergency Planning Coordinator
Rocio Giles-Flores, Spanish CORE Outreach Coordinator
Denise Kittell-Nwuke, Administrative Assistant
Eileen Ogata, OES Executive Office Manager
James Williams, Senior Homeland Security Consultant

CORE Citywide Exercise Planning Team

Kaity Booth
Kathleen Crawford
Adele Louise Bertaud
Khin Chin
Della Mundy
David Smith
Cathi Sweeney

ARES Radio Operators

TBD and deployed through Resource Net (ARES) April 24, 2010

APPENDIX H

EXERCISE DEBRIEFING INSTRUCTIONS

A formal Exercise Debriefing will be conducted after the Citywide Exercise on Saturday, April 24th from 1:00pm to 2:30pm at the Ira Jinkins Recreation Center, 9175 Edes Avenue. The purpose of the Exercise Debriefing is to share feedback about the Exercise experience from the perspective of neighborhood groups, Office of Emergency Services staff, and ARES amateur radio operators. Neighborhood group leaders will be asked to share, "What was your most significant lesson learned"? We also encourage informal sharing and networking before the formal Debriefing.

After your group has completed the exercise and conducted a "hotwash", (short feedback session among participants in your own neighborhood), each group leader should report to Ira Jinkins Recreation Center. We can accommodate up to six representatives from each participating group. Exercise Coaches, amateur radio operators, OFD staff and elected officials may also attend the exercise debriefing.

Group leaders should bring the following items with them to the Debriefing:

- Exercise in Progress sign boards
- Group Hotwash Form
- Safety Officer Feedback Form
- CORE Graduate Recertification Tracking Form
- any other CORE forms used by your group, along with your feedback about the forms

Please note: exercise participants should make their own arrangements for lunch between the end of the exercise in the neighborhood and the beginning of the Debriefing at Ira Jinkins Recreation Center. Food and drinks are not allowed inside our Debriefing facility. We apologize for any inconvenience.

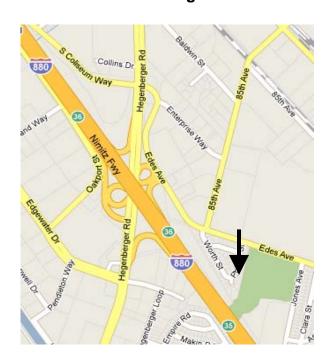
If you have questions, please contact CORE by phone at (510) 238-6351 or by email to core@oaklandnet.com. Thank you for your support and participation.

Directions to Ira Jinkins Recreation Center for the Exercise Debriefing

The Ira Jinkins Recreation Center is located at 9175 Edes Avenue, close to Highway 880 in East Oakland near the Oracle Arena and Oakland International Airport. Free parking is plentiful in a private parking lot, and along Edes Avenue.

From the North: Take I-880 South and take the "Hegenberger Road" exit. Turn left onto Hegenberger Road, and go all the way over the overpass. Take the first right onto Edes Avenue. The driveway to the recreation center will be on the right side of the street, immediately after "Phelps Street". There is no street sign for this driveway, but CORE signs will be posted.

From the South: Take I-880 North and take the "Hegenberger Road" exit. At the first intersection you reach, turn right onto Edes Avenue. The driveway to the recreation center will be on the right side of the street, immediately after "Phelps Street". There is no street sign for this driveway, but CORE signs will be posted.



Appendix I

NEIGHBORHOOD GROUP "HOTWASH" FEEDBACK FORM (SIDE 1)

Please print clearly and use additional paper as needed.

| Group Name: | |
|--|---|
| Neighborhood Incident Command Center (If you don't have a Command Center yet, refer | |
| Total # of Participants at your Site during (Please include all group members, Spontaneous participated at any time during the Exercise to a | us Volunteers, Volunteer Victims, Coaches, observers, etc. who |
| # of Participants CORE-Trained:(who have ever taken <u>any</u> CORE class) | # of Participants not CORE-Trained:(who have never attended any CORE class) |
| Where did you hear about the CORE City (Please check all that apply.) | ywide Exercise? |
| ☐ Mailing from Neighborhood Services☐ Email from CORE Coordinator☐ CORE Website | Division (Neighborhood Watch Coordinators) ☐ Flyer distributed at a CORE class or event ☐ Other (please list): |
| WHA | AT WORKED WELL |
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| WHAT N | IEEDS IMPROVEMENT |
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Appendix I NEIGHBORHOOD GROUP "HOTWASH" FEEDBACK FORM (SIDE 2)

| LESSONS LEARNED |
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| RECOMMENDATIONS FOR OUR GROUP |
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| RECOMMENDATIONS FOR NEXT YEAR'S CORE CITYWIDE EXERCISE PLANNING TEAM |
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Appendix J SAFETY OFFICER FEEDBACK FORM (SIDE 1)

Please use to this form while you are observing the neighborhood group's exercise and provide feedback during the "hotwash" after the exercise. Please PRINT.

| How did the Neighborhood Incident Commander and members of each Response Team mee he objective of effective Response Team operation and management? |
|--|
| What recommendations do you have for this group to improve operations and management of he Response Teams in the future? |
| How did the group use Spontaneous Volunteers in the exercise? (What tasks were performed?) |
| What process did the group use to integrate Spontaneous volunteers? (Were they interviewed or special skills or tracked using an intake form, etc.?) |
| What recommendations do you have for this group to improve integration of Spontaneous /olunteers? |
| Did the group deactivate their Neighborhood Incident Command Center? |
| Was the NICC Deactivation Checklist used? |
| |

Appendix J SAFETY OFFICER FEEDBACK FORM (SIDE 2)

| 11. | Were any maps used to facilitate the evacuation process? Yes / No (If so, which map(s)?) |
|-----|--|
| 12. | Were all participants accounted for during the neighborhood evacuation process (team members, victims, spontaneous volunteers, etc.)? ☐ Yes / ☐ No |
| 13. | What recommendations do you have for this group to improve their evacuation plan? |
| 14. | What other objectives, if any, did the group establish for this exercise, and how were those objectives accomplished? |
| 15. | Were communications documented on the Communications Log in the NICC? Yes / No |
| 16. | Were two-way radios ("walkie talkies") used within the neighborhood? Yes / No |
| 17. | Did the group try to relay critical information to the EOC via a ham radio operator at a local fire station? Yes / No (If yes, which fire station did they contact?) |
| 18. | What recommendations do you have for improving this group's communication? |
| | |
| 19. | Did Oakland Fire Department personnel (firefighters) come to this neighborhood to observe the exercise and support this group? Yes / No (If yes, from which fire station?) |
| 20. | How did the fire department participation affect the flow of the exercise? |
| 21. | How did the fire department participation affect the morale of the participants? |
| 22. | What other suggestions or recommendations would you offer this group? |
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Please submit this completed form at the Exercise Debriefing on Saturday, April 24th at 1pm.