City of Oakland

Emergency Support Functions

Annexes to the Emergency Operations Plan

April 2021

Table of Contents

Emergency Support Function 1: Transportation **1-1**

Emergency Support Function 2: Communications **2-1**

Emergency Support Function 3: Public Works & Engineering **3-1**

Emergency Support Function 4: Firefighting **4-1**

Emergency Support Function 5: Management **5-1**

Emergency Support Function 6: Mass Care and Shelter **6-1**

Emergency Support Function 7: Resources **7-1**

Emergency Support Function 8: Public Health and Medical **8-1**

Emergency Support Function 9: Search and Rescue **9-1**

Emergency Support Function 10: Hazardous Materials **10-1**

Emergency Support Function 11: Food, Agriculture, and Animal Services **11-1**

Emergency Support Function 12: Utilities **12-1**

Emergency Support Function 13: Law Enforcement **13-1**

Emergency Support Function 14: Recovery **14-1**

Emergency Support Function 15: Public Information **15-1**

Emergency Support Function 16: Evacuation **16-1**

Emergency Support Function 17: Volunteer and Donations Management **17-1**

I. Primary and Supporting Departments and External Entities

The following City of Oakland (City) departments have been identified as primary and supporting departments that will be responsible for carrying out the functions of Emergency Support Function (ESF) #1 – Transportation. The primary departments have significant authorities, roles, and resources to accomplish the scope of the ESF and have ongoing coordinating responsibilities throughout the preparedness, response, and recovery phases of incident management. Supporting departments are those entities with specific capabilities or resources that support primary departments in executing the mission of the ESF. Other departments may be called upon to support the ESF as necessary.

Refer to the Emergency Management Services Division (EMSD) 24-Hour Emergency Contact List for specific names and points of contact for each department and supporting entity below.

Role	Name of Department	Department Contact
Primary City Department	Oakland Department of Transportation (OakDOT)	510-238-2967
Supporting City Departments	Oakland Public Works Department (OPW)	510-238-3961
	Human Services Department – Oakland Paratransit for the Elderly and Disabled (OPED) Program	510-238-3121
	Oakland Police Department (OPD)	510-777-3333
	Emergency Management Services Division	510-238-3938
	OakDOT Disability Access Coordinator	510-238-7915
	Oakland Parks Recreation and Youth Development (OPRYD)	510-238-7275

The following *external* entities have been identified as supporting agencies that the City will coordinate with through the Operational Area:

Supporting Entities	Name of Agency	Contact
County	Alameda County Emergency Medical Services (EMS) Agency	Dispatch: 510-551-3322
	Paramedic Transport Provider –Falck Ambulance (Contracted Advanced Life Support Transport Agency)	Falck Ambulance O:
Regional	Alameda-Contra Costa Transit District	Joseph Robinson: 510-891-4908
	Bay Area Rapid Transit (BART)	Watch Commander: 510-464-7020

Supporting Entities	Name of Agency	Contact
	Metropolitan Transportation Commission (MTC)	510-817-5700
	East Bay Paratransit	510- 287-5000
State	California Department of Transportation (Caltrans)	District TMC 24/7: 510-286-6917
Federal	Federal Department of Transportation	FHWA Resource Center: 415-744-3100
Private Sector	Private Bus Company	Delta Charter and School Bus Company: 888-241-8543

II. Purpose

ESF #1 – Transportation describes how the City of Oakland will coordinate transportation response activities for surface transportation. The City will coordinate with the Operational Area, Alameda County Sheriff's Office, for aviation, maritime, rail, and light rail transportation support.

This ESF identifies the key policies, concepts of operations, roles and responsibilities, and capabilities associated with ESF #1 – Transportation in the City of Oakland. Specific operating procedures and protocols are addressed in documents maintained by the participating organizations.

A. How to use this ESF

- Review the entire document and identify the roles and responsibilities for your department.
- Prior to an incident, identify necessary capabilities (staff, plans, procedures, training, equipment) that your department will need to be able to implement the assigned roles and responsibilities.
- Immediately after being notified of an incident, refer to this document as a reminder of roles and responsibilities. Follow established supporting plans and procedures. Remain flexible as each incident is unique and may require you to modify your approach.

B. Scope

ESF #1 – Transportation supports Oakland transportation by providing a structure in which to transport people, goods, and services to and from affected areas during an emergency. ESF #1 – Transportation will be the focal point of all transportation activity at the city level during and after activation of the EOC. This ESF provides details regarding the procedures, responsibilities, and concept of operations of ESF #1 – Transportation during a potential, imminent, or declared emergency. Listed below are the specific objectives for ESF #1 – Transportation:

- Restore and recover transportation infrastructure.

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- Coordinate and prioritize the use of all modes of paratransit, public, and private transportation to transport people, goods, and services to and from the affected areas.
- Coordinate with the EOC Functional Needs Coordinator (E-FNC) to provide transportation to individuals and communities with disabilities and others with access and functional needs.
- Coordinate transportation resources for emergency evacuation and re-entry as a result of imminent threat of an incident or disaster.
- Process transportation assistance requests from departments and other ESFs.
- Establish emergency traffic regulations or emergency traffic access to restrict roadway use for transportation safety.
- Conduct transportation damage and impact assessments.
- Coordinate the identification of safe (cleared) transportation routes (and supporting maps) for emergency response and recovery efforts.

III. Concept of Operations

A. General

- OakDOT is the lead department for ESF #1 – Transportation. OakDOT will have department representatives report to the EOC to coordinate and implement the response to transportation-related requests for assistance.
- OakDOT department representatives will report to the EOC as directed and will staff ESF #1 – Transportation. Department representatives will identify needed supporting departments and ensure that supporting departments are activated or placed on standby as needed.
- OakDOT, in coordination with EMSD, will ensure all departments assigned to ESF #1 – Transportation respond to requests for local transportation assistance.
- ESF #1 – Transportation will work to support transportation for emergency personnel, equipment, and supplies. ESF #1 – Transportation will also coordinate with ESF #13 – Law Enforcement and ESF #16 – Evacuation to coordinate the Law Enforcement Movement Plan.
- City of Oakland transportation equipment will be committed to the incident if responding resources are determined to be insufficient.
- All supporting departments and organizations will be notified and tasked to provide 24-hour representation, as necessary. Each supporting department and organization should ensure a sufficient number of personnel are available to staff the EOC workstation and support EOC activities on a continuous basis.
- ESF #1 – Transportation will develop situation status reports and actions plans for all available modes of transportation assets based on intelligence gathered from outside transportation providers (including AC Transit, BART, and MCT) and other coordination entities.

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B. Organization

- ESF #1 – Transportation will organize under the Transportation Branch in the EOC Operations Section with OakDOT as the primary department. OakDOT personnel assigned to the EOC will provide daily direction for all assigned missions. EMSD coordinates the organizational structure for directing, planning, implementing, and monitoring missions assigned according to the ESF concept.
    - The primary department will provide direction for the operation of the ESF, assign ESF #1 – Transportation personnel to respond to requests for assistance, and ensure requests for assistance are prioritized, met, and documented and. ESF #1 – Transportation will establish liaisons with other appropriate ESFs and maintain open communications with these ESFs in both the planning and operational phases.
    - The supporting organizations assigned to ESF #1 – Transportation will assist the EOC in providing transportation support after a major disaster or emergency. The composition of the support organizations for ESF #1 – Transportation may change as a result of the event planning process. The organizations identified in this ESF will constitute the basis for providing transportation support assistance to departments/organizations following a major disaster or emergency.
    - All supporting organizations will operate under the leadership of their respective EOC representative. However, each agency represented will be expected to activate and direct its response resources in accordance with its agency's operating procedures.

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Figure 1 shows the organization structure and the flow of information for ESF #1 - Transportation

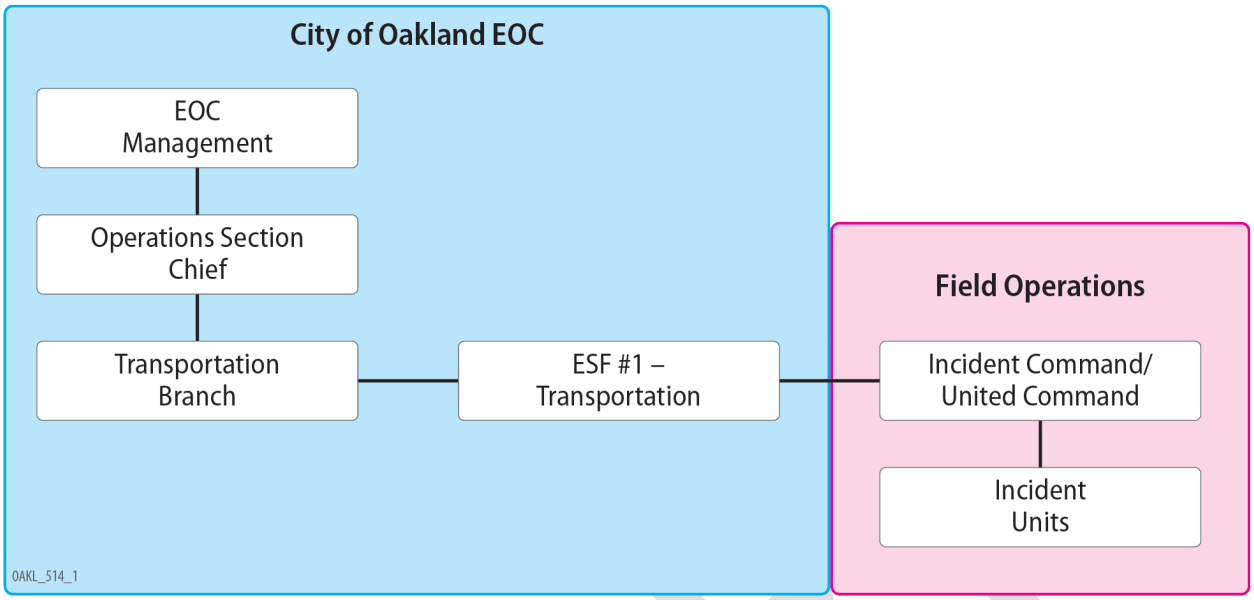

Figure 1: ESF 1# Transportation organization structure and information flow

C. Notification and Activation

The ESF #1 – Transportation section can be activated partially or in whole by the Director of OakDOT in communication with the City Administrator and the Emergency Manager. In the event requiring citywide coordination of resources, the EOC Director or the Emergency Manager will activate the EOC. Notification will then be issued to each department that serves as the primary lead for Operations, Planning, Logistics, and Finance and Administration Sections. If necessary, the Operations Section Chief will notify and activate ESF #1 – Transportation with the Director's concurrence.

Notification will occur through concurrent lines of communication, using multiple channels, including the emergency notification system AC Alert and direct phone calls to department representatives.

ESF #1 – Transportation is always in effect with response phases activated as determined by any incident requiring an elevated need for public works and engineering coordination. The level of activation will be determined according to the needs and magnitude of the disaster.

D. Preparedness, Response, and Recovery Activities

The primary department, OakDOT, is responsible for supporting, coordinating and/or delegating the preparedness, response, and recovery activities of ESF #1 – Transportation with the supporting entities.

Phase	Activities
Preparedness	• Review ESF #1 – Transportation annually and update as needed.

Phase	Activities
	• Develop plans, procedures/guidelines, and policies for coordinating, managing, and employing transportation effectively under all hazards and conditions. • Develop programs and systems to process the inflow of transportation requests from departments and other ESFs in a timely fashion. • Coordinate transportation for the effective evacuation and re-entry of persons with disabilities and others with access or functional needs. • Provide transportation for the effective evacuation and re-entry of persons with limited language competence and/or cultural or geographic isolation. • Develop emergency plans that are community-based and include outreach and education to the public, through community- and faith-based organizations and other institutions, to promote individual preparedness based on the risks in their communities. • Coordinate with ESF #15 – Public Information to establish neighborhood pre-disaster and post-disaster information centers at schools, the work place, libraries, shopping centers, places of worship, and other community institutions, to provide information on evacuations. • Develop and implement transportation training and exercise programs. • Ensure lead department personnel are trained in their responsibilities and duties. • Coordinate with ESF #16 – Evacuation to assist in developing primary and alternate evacuation routes. • Develop staffing procedures/guidelines and checklists. • Develop and maintain a list of city owned and contract resources required for the activation of ESF #1 – Transportation including vehicles, drivers, and fuel supplies. • Develop cost accounting measures for tracking overall ESF #1 – Transportation personnel, equipment, materials, and other costs incurred during emergency response actions. • Ensure all departments have trained staff to support ESF #1 – Transportation. • Ensure emergency responders are familiar with transportation procedures/guidelines.
Initial Response (within the first 72 hours)	**Step 1: Conduct initial damage assessment** • Assign field units to conduct damage assessments and identify infrastructure damage.

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Phase	Activities
	Step 2: Provide personnel and/or support to EOC • Coordinate with ESF #5 – Management to plan effective response actions. • Assign Incident Command System (ICS)/EOC positions, as required. **Step 3: Gather and share information** • Coordinate with ESF #6 – Mass Care and Shelter for ground transportation of evacuees to and between shelters during evacuations. • Coordinate with ESF #10 – Hazardous Materials to identify any known hazardous materials transporters (e.g., oil tankers or trucks) that could be affected by an emergency or disaster and could have a bearing on the commitment of transportation resources. • Obtain information on damage to road conditions from ESF #3 – Public Works and Engineering and ESF #13 – Law Enforcement. • Coordinate with Operational Area on non-city transportation resources and infrastructure. **Step 4: Coordinate response activities** • In coordination with ESF #13 – Law Enforcement, establish and identify detour route(s) and road closure(s) as needed. • Coordinate with the E-FNC as needed. • Coordinate with ESF #7 – Resources to establish and manage staging areas. • In coordination with the Operational Area, develop alternative transportation and transit solutions to be implemented by supporting departments and external agencies (such as OPD, Alameda County Sheriff, OPW, and transit operators). • Coordinate with the Operational Area to coordinate aviation, maritime, rail, and light rail operations. • Coordinate and obtain regulatory waivers and exemptions for transportation. **Step 5: Identify and provide transportation assets** • Develop inventories of available transportation assets with OPW Fleet (including personnel and equipment such as busses, taxis, shuttles, vans) and provide a summary listing to ESF #5 – Management. • Pre-position response resources when it is apparent that transportation resources will be required.

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Phase	Activities
	• Implement predetermined cost accounting measures for tracking overall ESF #1 – Transportation personnel, equipment, materials, and other costs incurred during emergency response actions. **Step 6: Share information with the public** • OPD and OakDOT to provide information regarding availability of transportation infrastructure, and other transportation related information to ESF #15 – Public Information.
Continued Response **(3+days)**	**Step 7: Continue to coordinate, monitor and track and share information on transportation needs, damage, and capabilities** • Continue response actions as appropriate. • OakDOT and OPD to coordinate the transportation of personnel, goods, and services in response to requests for assistance. • Track committed transportation resources and provide information to ESF #5 – Management. • Reassess priorities and strategies to meet the most critical transportation needs. • Prepare and process reports using established procedures, giving attention to matters that will be of interest in after action reports. • Draft recommendations for After Action Reports and other reports as appropriate.
Recovery	• Develop strategies, in coordination with ESF #5 – Management, for supporting recovery operations. • Coordinate with and support ESF #14 – Recovery and ESF #6 – Mass Care and Shelter to support transportation of individuals with disabilities and other access or functional needs as needed.

E. City Office/Department Specific Roles and Responsibilities

The following table outlines the roles and responsibilities of City offices or departments that have a role in the coordination and execution of ESF #1 – Transportation responsibilities.

All departments are expected to develop supporting plans and procedures to help them meet the roles and responsibilities outlined below.

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Department	Roles and Responsibilities
Oakland Department of Transportation	☐ Coordinate the activities of ESF #1 – Transportation. ☐ Send a department representative to the EOC (if directed by ESF #5 – Management). ☐ Coordinate with supporting departments/external agencies and ESF #5 – Management to analyze transportation needs and prioritize and direct transportation resources. ☐ Manage or coordinate the replacement of traffic control signs and signals that have been damaged, destroyed, or lost in affected areas. ☐ Coordinate with ESF #7 – Resources to obtain information related to vendors, volunteer groups, and other organizations that may be able to supplement transportation resources. ☐ Develop written procedures to implement the responsibilities outlined in the City of Oakland EOP. ☐ Provide resources to ESF #1 – Transportation when requested. ☐ Coordinate with OPW to maintain and repair services for City of Oakland-owned electrical systems, streetlights, and traffic signals. ☐ Provide electrical systems, streetlights, and traffic signal problems and repair status updates to ESF #1 – Transportation on a regular basis. ☐ Ensure that necessary cost accounting measures are being used by all support departments/external agencies and that summary reports are generated as needed and shared with ESF #5 – Management. ☐ Ensure safe and efficient use of the City roadway system in coordination with OPW. ☐ Coordinate with ESF #3 – Public Works and Engineering to commit department resources for debris removal, transportation route recovery, construction work, and other public works-related tasks as needed.
Oakland Public Works Department • **Infrastructure and Operations Division**	☐ In coordination with OakDOT, perform or assist with damage assessments of public infrastructure linked to transportation. ☐ In coordination with OakDOT, provide maintenance and repair services for City of Oakland-owned electrical systems.
Human Services Department	☐ Provide emergency transportation services for Oakland residents who are unable to access standard transportation methods.

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Department	Roles and Responsibilities
• **Oakland Paratransit for the Elderly and Disabled**	☐ Provide resources to ESF #1 –Transportation when requested.
Oakland Police Department	☐ Enforce or establish traffic regulations as demanded by the incident. ☐ Establish ingress and egress routes for the City with ESF #1 – Transportation.
Emergency Management Services Division	☐ Activate the EOC. ☐ Provide coordination and support to other departments/external agencies, as necessary. ☐ If Alameda County Operational Area EOC has been activated, provide coordination between City and Alameda County Operational Area EOCs.

F. External Supporting Entities Roles and Responsibilities

The following external entities may provide support, services, situation reports, information, and/or resources to the City of Oakland, based on their expected roles and responsibilities and availability, through coordination with the Alameda County Operational Area.

Supporting Entity	Roles and Responsibilities
Alameda County Transit	☐ Provide AC Transit system status updates to ESF #1 – Transportation on a regular basis. ☐ Support local emergency transportation operations and work with Operational Area to fulfill the City of Oakland transportation requests.
Emergency Medical Transportation Services • **Alameda County EMS Agency** • **Falck Ambulance (Contracted Advanced Life Support**	☐ Coordinate emergency medical transportation services in accordance with established protocols. ☐ Coordinate emergency medical transportation services for residents requiring medical attention during an evacuation. ☐ Coordinate transportation resources for hospital, nursing home, assisted living, and other healthcare facility evacuations. ☐ Provide emergency medical transportation services status updates to Operational Area who will provide updates to ESF #1 – Transportation on a regular basis.

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Supporting Entity	Roles and Responsibilities
Transport Agency)	
Bay Area Rapid Transit	☐ Provide BART system status updates to Operational Area who in turn will provide updates to Oakland ESF #1 – Transportation. ☐ Support local emergency transportation operations and work with Operational Area to fulfill the City of Oakland transportation requests.
Metropolitan Transportation Commission	☐ Provide status updates to the Alameda County Operational Area who in turn will provide updates to Oakland ESF #1 – Transportation. ☐ Support local emergency transportation operations and work with the Alameda County Operational Area to fulfill the City of Oakland transportation requests.
East Bay Paratransit Agency	☐ Provide emergency transportation services for Oakland residents unable to access standard transportation methods. ☐ Provide East Bay Paratransit Agency system status updates to ESF #1 – Transportation on a regular basis. ☐ Provide resources to ESF #1 –Transportation when requested.
California Department of Transportation	☐ Support local emergency transportation operations and work with Operational Area to fulfill the City of Oakland transportation requests.
Federal Department of Transportation	☐ Augment the Operational Area and State incident command structures by providing Regional Emergency Transportation Coordinators and Representatives (RETCO/RETREP) that coordinate with the CMC. ☐ Activate the DOT Crisis Management Center (CMC) when notified by the National Response Coordination Center (NRCC) or the Regional Response Coordination Centers (RRCC). CMC serves as the federal ESF #1 – Transportation hub.
Private Bus Companies	☐ Provide resources to ESF #1 – Transportation when contracted or requested.

IV. Planning Assumptions

The following planning assumptions apply to the execution of ESF #1 – Transportation:

- Coordination with departments/external agencies and other ESFs will be crucial to meet transportation needs.

- Access to and through affected areas of the City will likely be severely restricted. Some areas may be accessible only by aircraft.
- Supporting departments/external agencies will request transportation assistance from the primary department for ESF #1 – Transportation.
- Medically fragile persons and individuals with disabilities and others with access or functional needs will have an elevated need for transportation support.

V. Policies

The following policies, rules, and regulations apply to the execution of ESF #1 – Transportation:

- ESF #1 – Transportation coordinates the emergency response of a multitude of City departments, external agencies and organizations. As a result, it is impossible to list all of the policies that regulate the specific operations. Each primary and supporting office or organization in this ESF is responsible for developing department policies specific to their respective emergency operations.
- ESF #1 – Transportation will assist in coordination with impacted departments without regard to race, color, national origin, religion, nationality, sex, age, disability, limited English proficiency, economic status, or sexual orientation.
- Local transportation needs will be the first priority for ESF #1 – Transportation response activities and then regional operational procedures will be followed.
- Within the scope of local transportation needs, priority will be given to support the transportation needs of medically fragile persons and individuals with disabilities and others with access or functional needs.
- Primary and supporting departments will provide sufficient personnel to staff the ESF #1 – Transportation 24 hours per day, as necessary for the level of activation. The staff will be qualified persons able to facilitate decisions for the department they represent.
- Individuals staffing the EOC on behalf of ESF #1 – Transportation departments, agencies and organizations should have extensive knowledge of the resources and capabilities of their respective departments, and have access to the appropriate authority for committing departmental resources.

VI. References

The following agreements, procedure, plans, and guidelines apply to the execution of ESF #1 – Transportation, in addition to references listed in the EOP:

- City of Oakland Emergency Operations Plan
- City of Oakland Ordinance 12324 C.M.S. “Equal Access to Services”
- City of Oakland Catastrophic Incident Mass Transportation/Evacuation Annex

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I. Primary and Supporting Departments and External Entities

The following City of Oakland (City) departments have been identified as primary and supporting departments that will be responsible for carrying out the functions of Emergency Support Function (ESF) #2 – Communications. The primary departments have significant authorities, roles, and resources to accomplish the scope of the ESF and have ongoing coordinating responsibilities throughout the preparedness, response, and recovery phases of incident management. Supporting departments are those entities with specific capabilities or resources that support primary departments in executing the mission of the ESF. Other departments may be called upon to support the ESF as necessary.

Refer to the Emergency Management Services Division (EMSD) 24-Hour Emergency Contact List for specific names and points of contact for each department and supporting entity below.

Role	Name of Department	Department Contact
Primary City Department	Information Technology Department (ITD)	510-238-4702
Supporting City Departments	Oakland Police Department (OPD)	510-777-3333
	Oakland Fire Department (OFD)	510-238-3856
	Oakland Public Works Department (OPW)	510-238-3961
	Emergency Management Services Division	510-238-3938

The following *external* entities have been identified as supporting agencies that the City will coordinate with through the Operational Area:

Supporting Entities	Name of Agency	Contact
County	Alameda County Fire Department	Dispatch (24/7): 925-447-6880
	Alameda County General Services Agency	510- 208-9700
	Alameda County Information Technology Department	510-481-3700
	Alameda County Sherriff's Office of Emergency Services (OES)	Duty Officer (24/7): 510-667-7721 Main: 925-803-7800
State	California Governor's Office of Emergency Services (Cal OES)	State Warning Center 916-845-8911
	California Emergency Services Radio System	Via State Warning Center
Federal	Department of Homeland Security/National Protection and Programs/Cyber security and Communications/National Communications System	703-235-4965 703-235-5080 (after 5 p.m., plus weekends and holidays)
	Department of Homeland Security/Federal Emergency Management Agency (FEMA)	Watch Center 888-709-3362

Supporting Entities	Name of Agency	Contact
Nonprofit/ Membership Organizations	Eden Information and Referral (Eden I&R) – 2-1-1	Administrative: 510-537-2710
	Oakland Radio Communication Association (ORCA) – Amateur Radio Emergency Services (ARES)/Radio Amateur Civil Emergency Services (RACES)	Jim Duarte: 510-636-8568/ 415-716-4776/ 510-735-7219 David Otey: 510-482-1643/ 510-918-4627 Gary Plotner: 510-848-1375/ (c) 510-813-6668
Private Sector	Communication Company Owners and Operators (AT&T, Comcast, Sprint/Nextel, Motorola, Harris, Hewlett Packard, Oracle, etc.)	Via EOC

II. Purpose

ESF #2 – Communications organizes, establishes, and maintains the communications capabilities necessary to meet the operational requirements of the City in preparing for, responding to, and recovering from emergencies and disasters.

ESF #2 – Communications identifies the key policies, concepts of operations, roles and responsibilities, and capabilities associated with ESF #2 – Communications in the City of Oakland. Specific operating procedures and protocols are addressed in documents maintained by the participating organizations.

A. How to use this ESF

- Review the entire document and identify the roles and responsibilities for your department.
- Prior to an incident, identify necessary capabilities (staff, plans, procedures, training, equipment) that your department will need to be able to implement the assigned roles and responsibilities.
- Immediately after being notified of an incident, refer to this document as a reminder of roles and responsibilities. Follow established supporting plans and procedures. Remain flexible as each incident is unique and may require you to modify your approach.

B. Scope

ESF #2 – Communications describes the procedures, responsibilities, and concept of operations for communications during a potential, imminent, or declared emergency. This does not include public information practices and policies which are listed in ESF #15 – Public Information. Listed below are the specific objectives of ESF #2 – Communications:

- Coordinate the establishment, preservation, and repair of all City of Oakland communication and information technology systems for emergency response and management functions during times of disaster.
- Assess and monitor the impact of a disaster on the communication infrastructure.
- Serve as the primary point of contact for all communications and information technology systems activities at the City level before, during, and after activation of the EOC.

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- Coordinate with the EOC Functional Needs Coordinator (E-FNC) to ensure that appropriate communications and information technology systems are in place for communicating information to communities and individuals with disabilities and others with access and functional needs through all accessible formats and in conjunction with external agencies and organizations that serve those communities.
- Coordinate with the Operational Area, Alameda County OES, to establish or request communication links to the Alameda County Operational Area EOC, the Regional EOC (REOC), the State Operations Center (SOC), state-owned communication resources, and other communication support.

III. Concept of Operations

A. General

- ESF #2 – Communications primary and supporting departments will be represented in the EOC by ITD to coordinate and monitor communication and information technology issues.
- The ITD Director or designee will be the single point of contact (POC) for communication and information technology systems in the City of Oakland and will be responsible for coordinating the communication and information technology systems link with the Operational Area. The ITD Director holds the primary responsibility for activities associated with this ESF when communication and information technology systems assistance is requested or required during an emergency response. The ITD Director will prioritize conflicting requests and recommends solutions.
- OPD, OFD, OPW, and EMSD have authority over the communication and information technology systems assets used by their department and in the DOC/EOC but coordinate the maintenance and use of these systems with ITD.
- Other organizations that provide communication and information technology systems assets in support of the emergency response have authority over their own assets.
- Departments will work in coordination with ESF #2 – Communications as directed by the EOC Director. ESF #2 – Communications will support other departments with communications resources, including delivery, set-up, training, and equipment repair.
- Communication systems management decisions will be made at the lowest level whenever possible. Higher-level management will become involved only when an issue requiring adjudication or additional resources arises.
- Previously distributed emergency telecommunications capabilities and devices will be used throughout ESF #2 – Communications.

B. Organization

- ESF #2 – Communications will organize under the leadership of the ITD. ITD personnel assigned to the EOC will provide daily direction for all assigned missions. Oakland EMSD coordinates the organizational structure for directing, planning, implementing, and monitoring missions assigned according to the ESF concept.
- The primary department will provide direction for the operation of ESF #2 – Communications, assign ESF #2 – Communications personnel to the requests for assistance, and ensure that requests for assistance are met, documented, and prioritized. ESF #2 – Communications will establish

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communication and cooperation with other appropriate ESFs and maintain open communications with these ESFs in both the planning and operational phases.

- The supporting departments assigned to ESF #2 – Communications will assist the EOC in providing communication and information technology systems resource support after a disaster or emergency. The composition of the support departments for ESF #2 – Communications may change due to the nature of the incident. The departments identified in this ESF will constitute the basis for providing communication and information technology systems assistance to departments/external agencies following a disaster or emergency.
- All supporting departments will operate under the leadership of the ESF primary department located at the EOC. However, each department will be expected to activate and direct their response resource in accordance with its department's operating procedures.

Figure 1 shows the organization structure and the flow of information for ESF #2 – Communications.

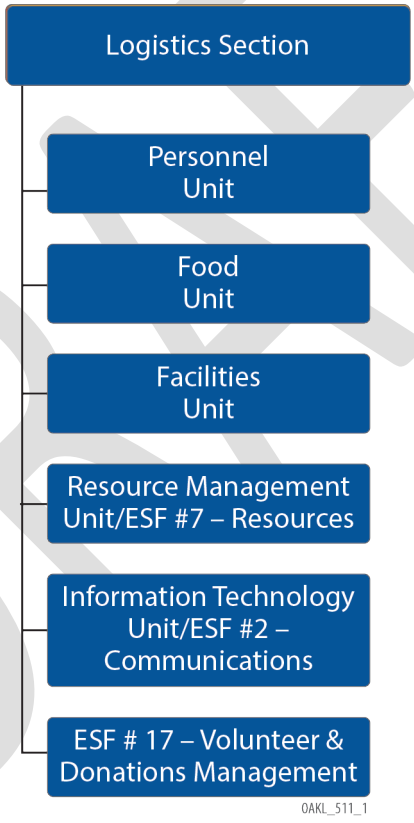

Figure 1: ESF #2 – Communications organization structure and information flow

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C. Notification and Activation

ESF #2 – Communications can be activated partially or in whole by the Director of ITD in communication with the Emergency Manager and the City Administrator. In the event requiring citywide coordination of resources, the EOC Director or the Emergency Manager will activate the EOC. Notification will then be issued to each department service as the primary lead for Operations, Planning, Logistics, and Finance and Administration Sections. If necessary, the Logistics Section Chief (OPW Director or designee) will notify and activate ESF #2 – Communications with the Director's concurrence.

Notification will occur through concurrent lines of communication, using multiple channels, including the emergency notification system AC Alert and direct phone calls to department representatives.

ESF #2 – Communications is always in effect with response phases activated as determined by any incident requiring an elevated need for public works and engineering coordination. The level of activation will be determined according to the needs and magnitude of the disaster.

D. Preparedness, Response, and Recovery Activities

The primary department, ITD, is responsible for coordinating and/or delegating the preparedness, response, and recovery activities of ESF #2 – Communications with the supporting entities.

Phase	Activities
Preparedness	• Review ESF #2 – Communications annually and update as needed. • Develop/review plans, procedures/guidelines, and policies for coordinating, managing, and employing communication and information technology systems effectively under all hazards and conditions. • Ensure that programs and systems are in place to process the inflow of communications requests from departments and other ESFs in a timely fashion. • Participate in the development and implementation of communication and information technology systems resource training and exercise programs. • Ensure lead department y personnel are trained in their responsibilities and duties. • Develop primary and alternate communication and information technology systems options. • Increase resilience in communication and information technology systems. • Maintain the capability to activate the outdoor warning system. • Develop staffing procedures/guidelines and checklists. • Develop and maintain a list of resources required for the activation of ESF #2 – Communications. • Assist all emergency responders with learning communications procedures/guidelines. • Work with ORCA – ARES/RACES to ensure radio frequencies and transmission protocols.

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Phase	Activities
Initial Response (within the first 72 hours)	**Step 1: Assess damage to the City's communication and information technology systems** • Coordinate with ESF #5 – Management to plan response actions. • Develop strategies for initial response and assessment of the impact of a disaster on communication and information technology systems resources. • Prioritize and coordinate the immediate repair/replacement of essential emergency communications systems. • Activate back-up emergency systems and contingency plans as necessary. • Assess the need for industry telecommunications support. Obtain such support from the Operational Area as needed. • Coordinate the acquisition and deployment of communications equipment, personnel, and other resources to establish temporary communications within the affected area(s). • At the request of ESF #5 – Management, activate the ORCA – ARES/RACES communication system. • Pre-position anticipated recovery communication and information technology systems resources to the nearest staging area(s) as needed. • Implement the Information Technology Disaster Recovery (ITDR) plan. • Ensure organizations are familiar with the use of all equipment or ensure that just-in-time training will be provided to requesting organizations. • Coordinate with all departments on tracking of communications resources when issued by ITD. **Step 2: Provide personnel and/or support to EOC** • Support the activation of the EOC and provide technical and other communication (i.e., computer, telephone, mobile phone, radio, email, and other software) needs/support to EOC personnel. • Provide Geographic Information System (GIS) support to create maps for emergency response and recovery efforts. • Verify inventories of ESF #2 – Communications resources and provide summary listing to ESF #5 – Management. • Implement predetermined cost accounting measures for tracking overall ESF #2 – Communications personnel, equipment, materials, and other costs incurred during emergency response actions. • Monitor the plans and actions of the commercial telecommunications companies to restore communication and information technology systems services and provide a summary to ESF #5 – Management. • Coordinate with Operational Area/Alameda County OES as needed through Incident Command as specified in the TICP.

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Phase	Activities
	Step 3: Coordinate, monitor, track and share information on communication personnel and resources • Coordinate with ESF #6 – Mass Care and Shelter to develop and maintain adequate communication and information technology systems at shelters. • Coordinate with ESF #7 – Resources via the EOC to procure needed communications equipment and services. • Develop an Incident Communications Plan (ICP) that identifies all communication and information technology systems in use, ensures enough frequencies are allocated to facilitate operations, and lists specific frequencies allotted for the emergency. • If using alternate communication and information technology systems, notify appropriate DOCs, departments, and EOC personnel. **Step 4: Public notification** • If immediate notification to the public is necessary, coordinate with ESF #15 – Public Information or the Mayor's Office to warn the public.
Continued Response (3+days)	**Step 5: Continue to coordinate, monitor, track and share information on communication personnel and resources** • Reassess critical communication and information technology systems priorities and strategies. • Coordinate communication and information technology systems support to all government and volunteer agencies as needed. • Prepare and process reports using established procedures, giving attention to matters that will be of interest in after action reports. • Draft recommendations for after action reports and other reports as needed. • Provide training as requested. • Coordinate with ESF #7 – Resources to purchase telecommunications equipment when necessary from approved vendors. • Track and/or collect equipment distributed to supporting departments during the initial response effort. Ensure ESF #5 – Management awareness of committed resources.
Recovery	• Demobilize the ORCA – ARES/RACES communication units as needed. • Develop strategies with ESF #5 – Management for supporting recovery operations (the availability, operational condition, duration of need, and logistical requirements of communication equipment and other resources needed). • Assist with communication and information technology systems infrastructure damage assessments, with special attention to publicly

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Phase	Activities
	owned communication and information technology systems and facilities, and provide results to ESF #5 – Management. • Coordinate with ESF #13 – Law Enforcement, ESF #4 – Firefighting, and ESF #3 – Public Works and Engineering on communication and information technology systems requests and frequency channels. • Continue tracking communication equipment issued to individual departments.

E. City Department Specific Roles and Responsibilities

The following table outlines the roles and responsibilities of City departments that have a role in the coordination and execution of ESF #2 – Communications responsibilities.

All departments are expected to develop supporting plans and procedures to help them meet the roles and responsibilities outlined below.

Department	Roles and Responsibilities
Information Technology Department • **Public Safety Support Services**	☐ Coordinate with supporting departments/external agencies and ESFs to direct communication and information technology systems resources and prioritize communication and information technology systems needs. ☐ Coordinate the repair, maintenance, and continued operations of radio, landline-wireless-satellite telephone systems, emergency warning systems, text-based messaging, email messaging, and internet communications during times of disaster, including coordination with ORCA-ARES/RACES as needed. ☐ In coordination with the Operational Area, replace and restore critically damaged and/or destroyed communications equipment and facilities in the affected areas. ☐ Coordinate with all support departments to ensure adequate cost accounting measures are being used and summary reports are generated and shared with ESF #5 – Management. ☐ Develop incident specific written procedures to implement the responsibilities outlined in the ITDR and the TICP. ☐ Coordinate with ESF #5 – Management to prioritize communication needs. ☐ Maintain radio discipline in accordance with the Regional Emergency Coordination Plan (RECP) Communications Subsidiary Plan and other relevant radio system plans. Operate in accordance with the roles and regulations of the Federal Communications Commission (FCC) or National Telecommunications and Information Administration (NTIA), as appropriate, and any other requirements as established by the licensee of frequencies that are being used.

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Department	Roles and Responsibilities
Oakland Police Department	☐ Coordinate with ESF #2 – Communications to manage information technology resources for the police department to support law enforcement and evacuation efforts.
Oakland Fire Department	☐ Coordinate with ESF #2 – Communications to manage information technology resources for the fire, search and rescue, and hazardous materials response efforts.
Oakland Public Works Department	☐ Provide additional vehicles and equipment such as power generation resources to ESF #2 – Communications when requested. ☐ Provide maintenance and repair services for City of Oakland-owned equipment and facilities. ☐ Coordinate with ESF #2 – Communications to manage information technology resources for the OPW response efforts. ☐
Emergency Management Services Division	☐ Activate the EOC. ☐ Provide coordination and support to other departments and external agencies as necessary. ☐ If Alameda County Operational Area EOC has been activated, provide coordination between City and Alameda County Operational Area EOCs.

F. External Supporting Entities Roles and Responsibilities

The following external entities may provide support, services, situation reports, information, and/or resources to the City of Oakland, based on their expected roles and responsibilities and availability, through coordination with the Alameda County Operational Area.

Supporting Entity	Roles and Responsibilities
Alameda County General Services Agency • **Communications Department**	☐ Support Oakland emergency radio systems and other specialized electronics systems operations upon request (via the Alameda County Operational Area EOC.) ☐ Support the coordination of the FCC licensing requirements in emergency situations with the Operational Area to fulfill licensing needs for the City of Oakland. ☐ Support the local telephone and cable system operations.
Alameda County Sheriff's Office	☐ Activate the Alameda County Sheriff's Communications Team (ACSCT) when requested by the Operational Area to provide support to the City of Oakland RACES operations and work.

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Supporting Entity	Roles and Responsibilities
Alameda County Information Technology Department	☐ Support local information technology operations and work with the Operational Area to fulfill the City of Oakland requests.
Alameda County Fire Department	☐ Activate the Alameda County Regional Emergency Communication Center (ACRECC) to support local radio interoperability between ground/air ambulances and hospital emergency rooms in emergency situations for the City of Oakland.
California Governor's Office of Emergency Services • **Telecommunications and Interoperability Branch (incl. the auxiliary communications programs)**	☐ Support local telecommunication and interoperability operations and work with the Alameda County Operational Area to fulfill the City of Oakland emergency communication requests. ☐ Support local information technology operations and work with the Alameda County Operational Area to fulfill the City of Oakland emergency information technology requests. ☐ Upon request and based on available resources, send an department representative to the City of Oakland EOC if the Operational Area EOC is not activated.
Department of Homeland Security/National Protection and Programs/Cyber security and Communications/National Communications System	☐ Support the communication, information technology, and cyber security operations and work with Cal OES when requested by the Operational Area to fulfill the City of Oakland requests.
Department of Homeland Security/Federal Emergency Management Agency	☐ Support public safety communications systems and first responder networks upon request by the state. ☐ Support for short-term restoration of communication systems upon request by the state or communication infrastructure owners and operators.
Eden I&R – 2-1-1	☐ Provide telecommunications resources and support to the Operational Area to fulfill the City of Oakland requests. ☐ Establish a phone bank for the City of Oakland upon request.
Private Sector (Communication Owners and Operators)	☐ Provide status updates on communication systems to Oakland ESF #2 – Communications. ☐ Provide communication resources to ESF #2 – Communications if requested.

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IV. Planning Assumptions

The following planning assumptions apply to the execution of ESF #2 – Communications:

- Many of the City's communications facilities, resources, and assets will be damaged or destroyed as a result of the disaster. Coordinated assistance will be needed to restore communications capability.
- Incident personnel will use a documented TICP or follow an approved Incident Communications Plan (ICP) as developed by an Incident Communications Unit Leader (COML) within the incident communications guidelines as established in NIMS.
- Coordination with City of Oakland departments and external agencies, volunteer groups, the telecommunications industry, and the Operational Area will be needed.
- Within the City of Oakland, there are several emergency notification systems – AC Alert, KTOP, Nixle, City Watch, and GovDelivery – which provide audible and text-based emergency messaging. However, there will be occasions when there is no time or mechanisms in place to provide warning(s).
- Communication systems are vulnerable and may be damaged, destroyed, or overwhelmed during and following an emergency or disaster. Due to disrupted transportation routes, weather conditions, a lack of resources, or the level of damage, repairs to communications equipment and the infrastructure could take days, weeks, or months.
- The Emergency Alert System (EAS) transmits warnings initiated by local, state, county, or federal authorities, relying on radio and television broadcasters to relay messages to the public. Once the initial warning is accomplished, Public Information Officers (PIOs) within the EOC will keep the public informed of what actions to take to prevent injury or property loss (see ESF #15 – Public Information).
- Departments requesting the communication equipment are responsible for tracking and managing the asset(s).

V. Policies

The following policies, rules, and regulations apply to the execution of ESF #2 – Communications:

- ESF #2 – Communications coordinates the emergency response of a multitude of departments, external agencies and organizations. As a result, it is impossible to list all of the policies that regulate the specific operations. Each primary and support department or organization in this ESF is responsible for developing policies specific to their respective emergency operations.
- ESF #2 – Communications will assist in coordination with impacted departments without regard to race, color, national origin, religion, nationality, sex, age, disability, limited English proficiency, economic status, or sexual orientation.
- Primary and supporting departments will provide sufficient personnel to staff the ESF #2 – Communications 24 hours per day, as necessary for the level of activation. The staff will be qualified persons able to facilitate decisions for the department they represent.
- Individuals staffing the EOC on behalf of ESF #2 – Communications department and organizations should have extensive knowledge of the resources and capabilities of their respective department and have access to the appropriate authority for committing department resources.

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VI. References

The following agreements, procedure, plans, and guidelines apply to the execution of ESF #2 – Communications, in addition to references listed in the EOP:

- City of Oakland Emergency Operations Plan
- Department of Information Technology Tactical Interoperable Communications Plan
- Department of Information Technology Information Technology Disaster Recovery Plan
- Regional Emergency Coordination Plan Communications Subsidiary Plan
- Region 6 (Northern California) 800 Megahertz (MHz) Regional Plan
- California On-Scene Emergency Coordination Radio Plan (May 2004)
- California Statewide Interoperability Executive Committee Strategic Communications Interoperable Communications Plan
- OES Operations Bulletin #28, White Fire Frequencies – Radio Communications
- OES Auxiliary Communications Service Plan (November 2004)
- California Law Enforcement Mutual Aid Radio System Plan (November 2003)
- California Law Enforcement Radio System Plan (May 1989)
- California Law Enforcement Radio System Manual (May 1989)
- California Emergency Services Radio System Plan and Licensing Guide (July 1990)
- Accessibility to Emergency Information and Services (CA Gov. Code §8593.3)
- Code of Federal Regulations (CFR) Title 47, Part 90 – Private Land Mobile Radio Services
- 47 CFR, Part 97 – Amateur Radio Service
- 47 CFR, Part 202 – National Security and Emergency Preparedness Planning and Execution
- Manual of Regulations and Procedures for Federal Radio Frequency Management

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I. Primary and Supporting Departments and External Entities

The following City of Oakland (City) departments have been identified as primary and supporting departments that will be responsible for carrying out the functions of Emergency Support Function (ESF) #3 – Public Works and Engineering. The primary departments have significant authorities, roles, and resources to accomplish the scope of the ESF and have ongoing coordinating responsibilities throughout the preparedness, response, and recovery phases of incident management. Supporting departments are those entities with specific capabilities or resources that support primary departments in executing the mission of the ESF. Other departments may be called upon to support the ESF as necessary.

Refer to the Emergency Management Services Division (EMSD) 24-Hour Emergency Contact List for specific names and points of contact for each department and supporting entity below.

Role	Name of Department	Department Contact
Primary City Department	Oakland Public Works (OPW) Department	510-238-3961
Supporting City Departments	Oakland Department of Transportation (OakDOT)	510-238-2967
	Human Resources Management Department	510-238-3112
	Information Technology Department (ITD)	510-238-4702
	Planning and Building Department	510-238-3941
	Emergency Management Services Division	510-238-3938

The following *external* entities have been identified as supporting agencies that the City will coordinate with through the Operational Area:

Supporting Entities	Name of Agency	Contact
County	Alameda County General Services Administration	510-208-9700
	Alameda County Public Works Agency	510-670-5480
Regional	East Bay Municipal Utilities District (EBMUD)	866-403-2683
State	California Governor's Office of Emergency Services (Cal OES)	State Warning Center 916-845-8911
	California Department Of Transportation (Caltrans)	510-286-6917
Federal	Federal Emergency Management Agency (FEMA)	Watch Center Manager 888-709-3362
	U.S. Army Corps of Engineers (USACE)	202-761-0011

Supporting Entities	Name of Agency	Contact
Nonprofit/Private Organizations	Waste Management of Alameda County	510-613-8710

II. Purpose

ESF #3 – Public Works and Engineering describes how the City will conduct damage assessments and engineering services, construction management, and debris clearance services for Oakland residents, businesses, and other ESFs during an emergency.

This ESF identifies the key policies, concepts of operations, roles and responsibilities, and capabilities associated with ESF #3 – Public Works and Engineering in the City of Oakland. Specific operating procedures and protocols are addressed in documents maintained by the participating organizations.

A. How to Use this ESF

- Review the entire document and identify the roles and responsibilities for your department and department.
- Prior to an incident, identify necessary capabilities (staff, plans, procedures, training, equipment) that your department will need to be able to implement the assigned roles and responsibilities.
- Immediately after being notified of an incident, refer to this document as a reminder of roles and responsibilities. Follow established supporting plans and procedures. Remain flexible as each incident is unique and may require you to modify your approach.

B. Scope

ESF #3 – Public Works and Engineering supports emergency response operations through the Public Works Branch of the Operations Section within the City of Oakland's Emergency Operations Center (EOC). ESF #3 – Public Works and Engineering may be called upon to enhance response and recovery efforts with other city departments and utility providers, such as Oakland Fire Department (OFD), Oakland Police Department (OPD), and energy, water, and communications vendors. Listed below are the specific objectives of ESF #3 – Public Works and Engineering:

- Initiate and coordinate disaster safety assessment reports for damaged city roadways, infrastructure, and facilities.
- Coordinate public works and engineering assistance and emergency contracting services for repair and restoration of utility services such as power, water, sewer and communications.
- Repair and restore damaged emergency access routes necessary for the transportation of emergency rescue personnel and supplies.
- Initiate and coordinate debris removal.
- Coordinate with the EOC Functional Needs Coordinator (E-FNC) to provide construction, engineering, and project management expertise and support for temporary housing and sheltering, ensuring accessibility for those with disabilities and others with access and functional needs.

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III. Concept of Operations

A. General

- ESF #3 – Public Works and Engineering primary and support departments will be represented in the EOC by OPW to coordinate and monitor public works and engineering activities.
- OPW will coordinate field operations out of its Department Operations Center (DOC) and manage a citizen hotline (510-615-5566) to gather information on infrastructure damage.
- ESF #3 – Public Works and Engineering will provide damage assessment information to ESF #5 – Management for overall damage assessment.
- ESF #3 – Public Works and Engineering activities and coordinate with ESF # 12 – Utilities for an assessment of utility status, restoration, and repair.
- Because life safety efforts take priority in a response effort, ESF #3 – Public Works and Engineering resources will support life-saving efforts and evacuation first, then incorporate their capabilities to assess and repair immediate essential services to the city. Secondary priorities, such as area damage and restoration activities, will then be addressed as resources become available or will be covered simultaneously if staffing allows.
- Immediate objectives for safety assessments are as follows:
  - Secure the perimeter around unsafe structures and infrastructures.
  - Identify the extent of damages.
  - Develop and revise response and recovery plans.
  - Return people to their homes and businesses as soon as possible.

B. Organization

- The City's Emergency Operations Plan (EOP) identifies OPW as the lead department for ESF #3 – Public Works and Engineering.
- ESF #3 – Public Works and Engineering will organize under the leadership of OPW. OPW personnel assigned to the EOC will provide daily direction for all assigned missions. OakDOT will provide significant support as the lead department with debris clearance and route recovery responsibilities.
- The primary department will provide direction for the operation of the ESF, assign ESF #3 – Public Works and Engineering personnel to requests for assistance, and ensure requests for assistance are met, documented, and prioritized. ESF #3 – Public Works and Engineering will establish communication and coordination with other appropriate ESFs and maintain open communication with these ESFs in both the planning and operational phases.
- The support departments assigned to ESF #3 – Public Works and Engineering assist the EOC in providing public works and engineering support after a disaster. The composition of the support departments for ESF #3 – Public Works and Engineering may change due to the nature of the disaster. The departments identified in this ESF will constitute the basis for providing public works and engineering support assistance to departments/external agencies following a disaster or emergency.

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- All supporting departments will operate under the leadership of the primary department representative located at the EOC. However, each department will be expected to activate and direct their response resource in accordance with its department's operating procedures.

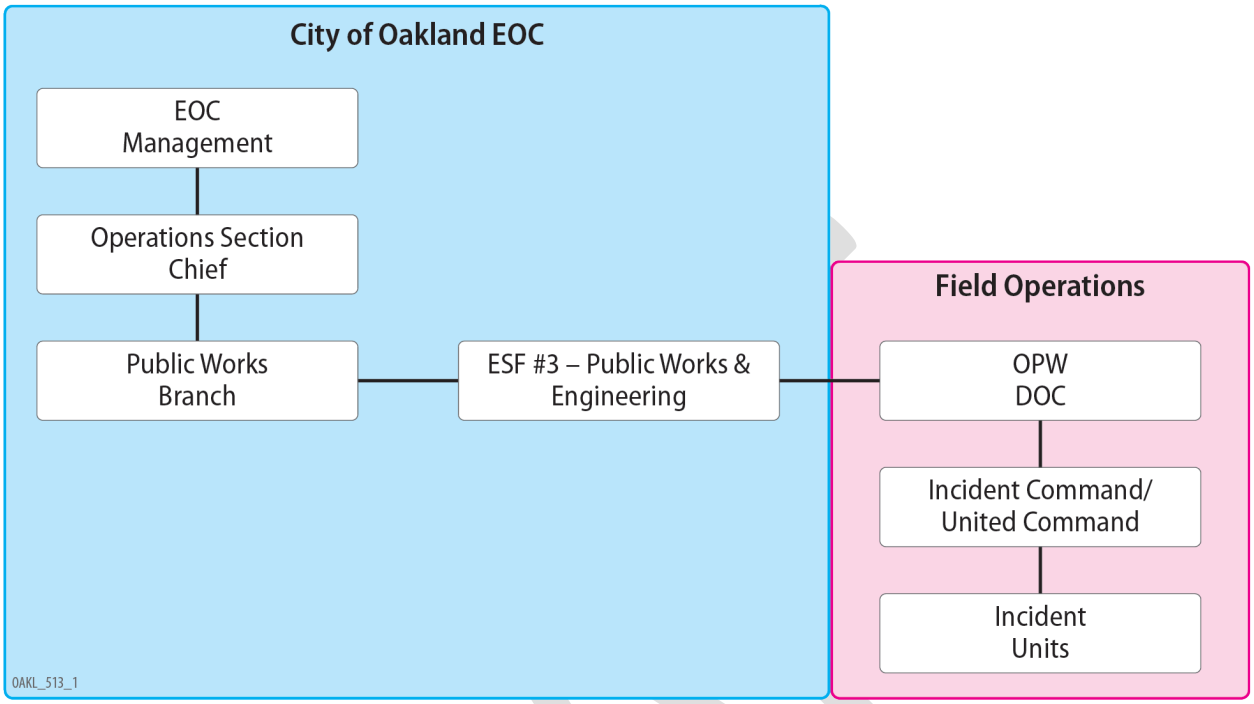

Figure 1 shows the organization structure and the flow of information for ESF #3 – Public Works and Engineering.

Figure 1: ESF #3 – Public Works and Engineering organization structure and information flow

C. Notification and Activation

ESF #3 – Public Works and Engineering can be activated partially or in whole by the Director of OPW in communication with the Emergency Manager and the City Administrator. In the event requiring citywide coordination of resources, the EOC Director or the Emergency Manager will activate the EOC. Notification will then be issued to each department that serves as the primary lead for Operations, Planning, Logistics, and Finance and Administration Sections. If necessary, the EOC Director, the Emergency Manager, or the Operations Section Chief will notify and activate ESF #3 – Public Works and Engineering with the Director's concurrence.

Notification will occur through concurrent lines of communication, using multiple channels, including the emergency notification system AC Alert and direct phone calls to department representatives.

ESF #3 – Public Works and Engineering is always in effect with response phases activated as determined by any incident requiring an elevated need for public works and engineering coordination. The level of activation will be determined according to the needs and magnitude of the disaster.

D. Preparedness, Response, and Recovery Activities

The primary department, OPW, is responsible for coordinating and/or delegating the preparedness, response, and recovery activities of ESF #3 – Public Works and Engineering with the supporting entities.

Phase	Activities

Preparedness	• Develop plans, procedures, guidelines, and policies for coordinating, managing, and employing public works and engineering activities effectively under all hazards and conditions.
	• Review and update the ESF #3 – Public Works and Engineering annually.
	• Develop and maintain a list of resources that will most likely be needed.
	• Participate in relevant ESF #3 – Public Works and Engineering training and exercise programs.
	  ○ Ensure lead department personnel are trained in their responsibilities and duties.
	  ○ Develop staffing procedures/guidelines and checklists for ESF #3 – Public Works and Engineering.
	  ○ Coordinate with emergency responders to ensure familiarity with public works and engineering procedures/guidelines.
	• Ensure that programs and systems are in place to process the inflow of public works and engineering requests from departments and other ESFs in a timely fashion.
	• Identify and develop a damage assessment plan.
	  ○ Identify personnel who will conduct damage assessments.
	  ○ Provide training on how to conduct damage assessments.
	  ○ Develop a system for the intake and analysis of damage assessment forms.
	• Develop a debris management plan using the City of Oakland Catastrophic Incident Debris Removal Annex as guidance.
	  ○ Work with ESF #2 – Communications for Geographic Information Systems (GIS) maps for debris clearance.
	  ○ Identify appropriate properties that can serve as temporary storage sites for disaster debris.
	  ○ Consider temporary storage sites for specific material types to enable material reuse and reduce environmental impacts.
	  ○ Develop and issue as-needed emergency response contracts for debris clearing and removal.

Initial Response (within the first 72 hours)	**Step 1: Gather and share information** • Develop strategies for initial response, including the mobilization of resources and personnel.

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Phase	Activities
	• Deploy personnel and resources as required. • Verify inventories of available vehicles and public works and engineering services, and provide a summary listing to ESF #5 – Management. • Establish communication with appropriate field personnel for the coordination of response efforts. **Step 2: Coordinate response activities** • Assign Incident Command System (ICS)/EOC positions, as required. (This includes field-level Incident Command, DOC, EOC Public Works Branch personnel, and others as needed.) • Coordinate with ESF #5 – Management to plan effective response actions. • Use information provided by ESF #5 – Management to plan effective response actions. • Coordinate with ESF #6 – Mass Care and Shelter to provide emergency debris clearance for sheltering operations, safe passage for emergency workers, and other related matters. • In coordination with ESF #7 – Resources, determine the best method for the implementation of construction contracts, debris clearance, and other emergency response actions to ensure rapid restoration of services. • Establish public works restoration priorities in coordination with ESF #5 – Management. • Establish debris clearance priorities in coordination with ESF #1 – Transportation and ESF #5 – Management. • Coordinate with the Operational Area as needed. **Step 3: Conduct initial damage assessment** • Assign field units to conduct damage assessments and identify infrastructure damage. • Identify imminent hazards and conduct damage assessments of buildings and city roads, bridges, and overpasses. • Inspect buildings that will be used as emergency shelters during the disaster. Coordinate with the Shelter Functional Needs Coordinator (S-FNC) to ensure all shelters will be functional needs accessible. • Conduct damage assessments on all city infrastructure and roadways. • Coordinate building inspection and damage assessments with the Cal OES Safety Assessment Program (SAP). • Obtain damage assessment information from ESF #12 – Utilities.

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Phase	Activities
	• Prioritize roadway corridors, bridges, and airstrips for emergency debris clearance and repair to access affected areas. **Step 4: Identify and provide public works and engineering assets** • Provide emergency demolition and stabilization of damaged city structures, as appropriate, to facilitate emergency response operations. • Implement predetermined cost accounting measures for tracking overall ESF #3 – Public Works and Engineering personnel, equipment, materials, and other costs incurred undertaking emergency response actions. • Track all debris clearance efforts in accordance with FEMA rules and regulations for reimbursement. **Step 5: Share information with the public** • Provide information regarding street closures, debris clearance, infrastructure damage and repair, and other public works and engineering related information to ESF #15 – Public Information.
Continued Response **(3+days)**	**Step 6: Continue to coordinate, monitor, track and share information on public works and engineering needs, damage, and capabilities** • Repair, restore, and stabilize identified city infrastructure hazards. • Reassess priorities and strategies to meet the most critical public works and engineering needs. • Track committed resources and provide situation updates to ESF #5 – Management. • Complete damage assessments. • Draft recommendations for after action reports and other reports as needed. • Clear or manage the clearance of debris from city streets in accordance with operational priorities. • Monitor debris clearance in accordance with FEMA reimbursement processes. • Continue to coordinate building inspection and damage assessment with SAP resources.
Recovery	• In coordination with ESF #5 – Management, develop strategies for supporting recovery operations.

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Phase	Activities
	• Upon request by the EOC, provide engineers, skilled personnel, and construction workers, along with necessary equipment and materials, to assist in recovery operations. • Continue to coordinate with Alameda County Operational Area EOC Logistics Section as needed. • Remove or manage the removal of debris from city streets in accordance with operational priorities.

E. City Department Specific Roles and Responsibilities

The following table outlines the roles and responsibilities of City departments that have a role in the coordination and execution of ESF #3 – Public Works and Engineering responsibilities.

All departments are expected to develop supporting plans and procedures to help them meet the roles and responsibilities outlined below.

Department	Roles and Responsibilities
Oakland Public Works Department	☐ Coordinate the activities of ESF #3 – Public Works and Engineering. ☐ Deploy department resources in coordination with ESF #3 – Public Works and Engineering support departments. ☐ Coordinate and conduct damage assessments. ☐ Coordinate with OakDOT and commit department resources for debris clearance and removal, construction work, and other public works-related tasks as needed. ☐ Direct, coordinate, and/or support public works and engineering emergency response operations related to the city transportation infrastructure with ESF #1 – Transportation. ☐ Coordinate emergency response operations related to all aspects of the city's water, wastewater, and solid waste infrastructure. ☐ Identify assets available to ESF #3 – Public Works and Engineering that will be used to assist departments other ESFs with emergency public works and engineering needs. ☐ Provide construction, engineering, and project management expertise and support for temporary housing and sheltering facilities, ensuring accessibility for those with disabilities and others with access and functional needs. ☐ Coordinate with supporting departments and external agencies to prioritize needs and direct public works and engineering resources, including engineers, consultants and contractors, skilled personnel, construction workers, equipment, and materials for the following tasks:

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Department	Roles and Responsibilities
	○ Coordinate the repair and restoration of critical government facilities, infrastructure, and utility services. ○ Conduct emergency shoring or demolition of damaged city structures and facilities as appropriate ○ Provide information to the public works call center on debris clearance. ○ Provide emergency construction and engineering contract administration.
Department of Transportation	☐ Direct and coordinate emergency response operations related to the city transportation infrastructure with ESF #1 – Transportation. ☐ Coordinate with OPW to support debris clearance from public roadways and right-of-way. ☐ Direct and coordinate the repair of transportation routes and public right-of-way. ☐
Department of Human Resources Management	☐ Acquire and/or provide personnel to support damage assessments. ☐ Assign Disaster Services Workers (DSWs)/other volunteers to support public works and engineering tasks.
Information Technology Department	☐ Coordinate with ESF #3 – Public Works and Engineering to provide the necessary communication and information technology equipment for public works and engineering personnel. ☐ Provide emergency/disaster radio frequency channels to all OPW and other ESF #3 – Public Works and Engineering response personnel.
Planning and Building Department	☐ Coordinate with ESF #3 – Public Works and Engineering to share resources and services. ☐ Coordinate with ESF #3 – Public Works and Engineering to provide technical advice and evaluations and construction inspections. ☐ Assist in emergency demolition and stabilization of damaged structures. ☐ Coordinate with ESF #3 – Public Works and Engineering to identify immediate hazards and perform damage and/or safety assessments. ☐ Provide updates to ESF #3 – Public Works and Engineering on a regular basis. ☐ Coordinate with public works assessment strike teams for city building and facility disaster safety assessments and survey reports. ☐ Provide guidance and/or authority on inspection, local planning and building codes, zoning, and land use during the restoration of critical private and public buildings and private residential structures.

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Department	Roles and Responsibilities
	☐ Coordinate the inspection of structures in the City of Oakland. ☐ Prepare and compile disaster safety assessments reports.
Emergency Management Services Division	☐ Activate the EOC. ☐ Provide coordination and support to other departments and external agencies as necessary. ☐ If Alameda County Operational Area EOC has been activated, provide coordination between City and Alameda County Operational Area EOCs.

F. External Supporting Entities Roles and Responsibilities

The following external entities may provide support, services, situation reports, information, and/or resources to the City of Oakland, based on their expected roles and responsibilities and availability, through coordination with the Alameda County Operational Area.

Supporting Entity	Roles and Responsibilities
Alameda County General Services Administration	☐ Coordinate resources and services to assist in debris removal.
Alameda County Public Works Agency	☐ Support the City in conducting damage assessments when requested. ☐ Coordinate Operational Area/multi-jurisdictional disaster debris removal. Provide access to debris contractors. ☐ Provide maintenance, debris removal, and restoration of County owned roadways and infrastructure. ☐ Provide solid waste infrastructure maintenance and restoration support.
East Bay Municipal Utilities District	☐ Coordinate resources and services to assist in the repair and restoration of water, wastewater, and solid waste facilities in the City of Oakland.
California Governor's Office of Emergency Services	☐ Manage and coordinate the Safety Assessment Program, including training and certification of SAP Evaluators and Coordinators, and make SAP personnel available to the City of Oakland, if requested from the Operational Area to fulfill City of Oakland requests for assistance. ☐ Upon request and based on available resources, send an Agency Representative to the City EOC if the Alameda County Operational Area EOC is not activated. ☐ Support the maximization of state and federal disaster assistance funding and resources. ☐ Support the Operational Area in minimizing the debris load to landfills following a disaster.

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Supporting Entity	Roles and Responsibilities
	☐ May provide financial assistance to repair and restore damaged public facilities and infrastructure.
California Department of Transportation	☐ Clear debris from key transportation routes within and leading to the city.
U.S. Army Corps of Engineers	☐ Provide technical assistance, engineering, and construction management resources and support response activities.
Federal Emergency Management Agency	☐ Coordinate with the Cal OES Recovery Branch on the FEMA Stafford Act Public Assistance Program.
Waste Management of Alameda County	☐ Provide animal disposal support. ☐ Provide technical assistance and oversight on landfill sites and recycling of debris.

IV. Planning Assumptions

The following planning assumptions apply to the execution of ESF #3 – Public Works and Engineering:

- A multitude of basic public works and engineering services will be needed from various departments following a major disaster.
- Rapid damage assessment of the disaster areas will be necessary to determine potential workloads.
- Emergency environmental and other legal waivers for the disposal of debris, construction material, and other waste may need to be secured if it is a catastrophic disaster situation.
- Legal requirements that would delay procurement of contracting services or the purchasing of materials will need to be examined in coordination with ESF #7 – Resources.
- Large numbers of engineers, construction workers, equipment operators, and other skilled personnel, along with equipment and supplies from outside the disaster area, will be needed.

V. Policies

The following policies, rules, and regulations apply to the execution of ESF #3 – Public Works and Engineering:

- ESF #3 – Public Works and Engineering coordinates the emergency response of a multitude of departments and organizations. As a result, it is impossible to list all of the policies that regulate the specific operations. Each primary and support department or organization in this ESF is responsible for developing department policies specific to their respective emergency operations.

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- ESF #3 – Public Works and Engineering will assist in coordination with impacted departments without regard to race, color, national origin, religion, nationality, sex, age, disability, limited English proficiency, economic status, or sexual orientation.
- Primary and support departments will provide sufficient personnel to staff the ESF #3 – Public Works and Engineering 24 hours per day, as necessary for the level of activation. The staff will be qualified persons able to facilitate decisions for the department they represent.
- Individuals staffing the EOC on behalf of ESF #3 – Public Works and Engineering departments and organizations should have extensive knowledge of the resources and capabilities of their respective departments and have access to the appropriate authority for committing department resources.

VI. References

The following agreements, procedure, plans, and guidelines apply to the execution of ESF #3 – Public Works and Engineering, in addition to references listed in the EOP:

- Cal. Government Code, Chapter 7, Division 1, Title 2 (Cal. Emergency Services Act)
- East Bay Municipal Utilities District (EMBUD) Agreement
- City of Oakland Emergency Operations Plan

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I. Primary and Supporting Departments and External Entities

The following City of Oakland (City) departments have been identified as primary and supporting departments that will be responsible for carrying out the functions of Emergency Support Function (ESF) #4 – Firefighting. The primary departments have significant authorities, roles, and resources to accomplish the scope of the ESF and have ongoing coordinating responsibilities throughout the preparedness, response, and recovery phases of incident management. Supporting departments are those entities with specific capabilities or resources that support primary departments in executing the mission of the ESF. Other departments may be called upon to support the ESF as necessary.

Refer to the Emergency Management Services Division (EMSD) 24-Hour Emergency Contact List for specific names and points of contact for each department and supporting entity below.

Role	Name of Department	Department Contacts
Primary City Department	Oakland Fire Department (OFD)	510-238-3856
Supporting City Departments	Oakland Police Department (OPD)	510-777-3333
	Oakland Public Works Department (OPW)	510-238-3961
	Oakland Department of Transportation (OakDOT)	510-238-2967
	Emergency Management Services Division	510-238-3938

The following *external* entities have been identified as supporting agencies that the City will coordinate with through the Operational Area:

Supporting Entities	Name of Agency	Contact
County	Alameda County Fire Department	Dispatch (24/7): 925-447-6880
	Alameda County Regional Emergency Communication Center (ACRECC) and Emergency Medical Service	925-447-4257
	East Bay Regional Park District (EBRPD)	510-881-1833
	UC Berkley	510-642-6000
State	California Governor's Office of Emergency Services (Cal OES)	State Warning Center 916-845-8911
	California Department of Forestry and Fire Protection (CAL FIRE)	530-224-2445
Federal	U.S. Forest Service	800-832-1355
	U.S. Coast Guard	877-NOW-USCG
Private Sector	Alameda County Transport Services (Contract Service)	Falck

II. Purpose

ESF #4 – Firefighting provides the framework for the coordination of citywide fire response activities and identifies the actions of all involved entities during threatened or actual fire disaster incidents within the City of Oakland.

ESF #4 – Firefighting identifies the key policies, concepts of operations, roles and responsibilities, and capabilities associated with ESF #4 – Firefighting in the City of Oakland. Specific operating procedures and protocols are addressed in documents maintained by the participating organizations.

A. How to Use this ESF

- Review the entire document and identify the roles and responsibilities for your department.
- Prior to an incident, identify necessary capabilities (staff, plans, procedures, training, equipment) that your department will need to be able to implement the assigned roles and responsibilities.
- Immediately after being notified of an incident, refer to this document as a reminder of roles and responsibilities. Follow established supporting plans and procedures. Remain flexible as each incident is unique and may require you to modify your approach.

B. Scope

ESF #4 – Firefighting provides the framework for coordinating all firefighting activities at the city level during and after activation of the Emergency Operations Center (EOC). ESF #4 – Firefighting discusses the procedures, responsibilities, and concept of operations for firefighting during a disaster.

III. Concept of Operations

A. General

During any event that exceeds or is beyond the normal day-to-day fire suppression activities, OFD will activate its Department Operations Center (DOC) to coordinate overall OFD activities and conduct department-level ESF #4 – Firefighting functions. The Primary OFD DOC is located in Fire Dispatch.

- If needed, the EOC will be activated. OFD will provide department representatives to support the Operations Section and other areas of the EOC organizational structure as needed. OFD will lead the Operations Section – Fire and Rescue Branch.
- Firefighting operations during major incidents and extended emergencies shall be conducted in accordance with standard operating practices.
- Incident information and needs will be communicated from the OFD DOC to the EOC Operations Section – Fire and Rescue Branch.
- OFD department representatives will staff the ESF #4 – Firefighting workstation in the EOC, identify needed support departments, and ensure that support departments are activated or placed on standby as needed.
- Support services for feeding, clothing, sheltering, and equipping personnel will be procured from and deployed to the affected areas by the EOC Logistics Section.

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- Modified dispatch may be required to support major incidents and will be conducted in accordance with OFD's policies and procedures.
- In the event that city firefighting resources have been exhausted, the OFD Mutual Aid Coordinator or designee will submit resource requests to the Operational Area Fire and Rescue Mutual Aid Coordinator, who will submit the request to the California Governor's Office of Emergency Services (Cal OES) Coastal Region II Fire and Rescue Mutual Aid Coordinator if the Operational Area is unable to fulfill the request(s).

B. Organization

ESF #4 – Firefighting will organize under the leadership of OFD. OFD personnel assigned to the City EOC will provide daily direction for all assigned missions. OFD, in coordination with EMSD, will develop an organizational structure for directing, planning, implementing, and monitoring missions.

- OFD will provide direction for the operation of ESF #4 – Firefighting. OFD will assign personnel to respond to firefighting requests and ensure that requests for assistance are met, documented, and prioritized. ESF #4 – Firefighting will establish communications with other appropriate ESFs and maintain open information flow with these ESFs in both the planning and operational phases.
- The support departments assigned to ESF #4 – Firefighting will assist OFD with firefighting activities after a major disaster or emergency. The composition of the support departments for ESF #4 – Firefighting may change because of the event planning process. The departments identified in this ESF will constitute the basis for providing resource support assistance to departments/external agencies following a major disaster or emergency.
- All supporting departments will operate under the leadership of their respective department representative located at the EOC. However, each department represented will be expected to activate and direct its response resources in accordance with its department's operating procedures.

Figure 1 shows the organization structure and the flow of information for ESF #4 – Firefighting.

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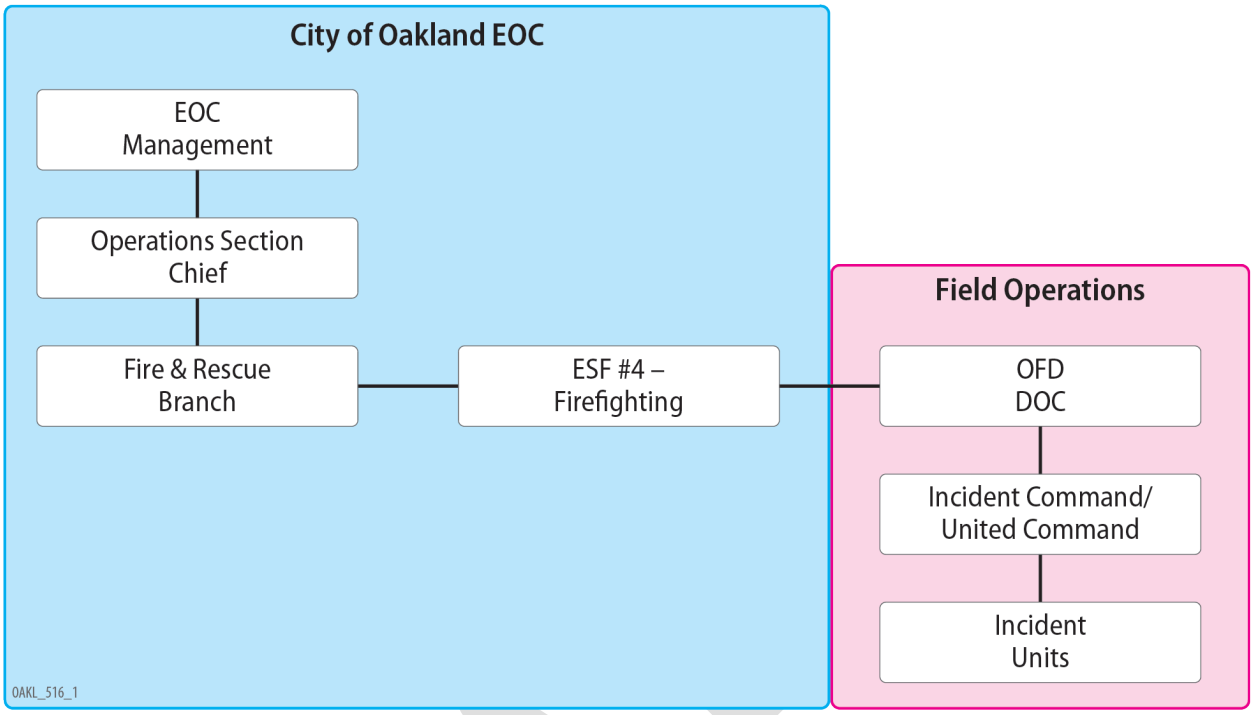

Figure 1: ESF #4 – Firefighting organization structure and information flow

C. Notification and Activation

ESF #4 – Firefighting can be activated partially or in whole by the Fire Chief in communication with the Emergency Manager and the City Administrator. In the event requiring citywide coordination of resources, the EOC Director or the Emergency Manager will activate the EOC. Notification will then be issued to each department serving as the primary lead for Operations, Planning, Logistics, and Finance and Administration Sections. If necessary, the Operations Section Chief will notify and activate ESF #4 – Firefighting in concurrence with the Fire Chief.

Notification will occur through concurrent lines of communication, using multiple channels, including the emergency notification system AC Alert and direct phone calls to department representatives.

ESF #4 – Firefighting is always in effect with response phases activated as determined by any incident requiring an elevated need for firefighting coordination. The level of activation will be determined according to the needs and magnitude of the disaster.

D. Preparedness, Response, and Recovery Activities

The primary department, OFD, is responsible for coordinating and/or delegating the preparedness, response, and recovery activities of ESF #4 – Firefighting with the supporting entities.

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Phase	Activities
Preparedness	• Review ESF #4 – Firefighting annually and update as needed. • Develop/review plans, procedures/guidelines, and policies for coordinating and managing firefighting activities effectively under all hazards and conditions, including coordination with supporting departments. • Ensure that programs and systems are in place to process the inflow of firefighting requests from departments and other ESFs in a timely fashion. • Participate in the development and implementation of firefighting resource training and exercise programs to ensure department personnel are trained in their responsibilities and duties. • Develop staffing procedures/guidelines and checklists. • Develop and maintain a list of resources required for the activation of ESF #4 – Firefighting. • Ensure emergency responders are familiar with firefighting standard operating procedures/guidelines.
Initial Response (within the first 72 hours)	**Step 1: Assess the situation** • Determine the scope of the incident. • Deploy units to the incident site. • Establish an Incident Command System (ICS) structure at the incident site for all initial responders. • Create the Incident Action Plan (IAP) and site safety plan. • Determine the extent of resources that will be needed and consider the need for a modified dispatch. **Step 2: Notify, alert, and share information** • Assign ICS/EOC positions as required for the incident. • Establish Unified Command (UC), as appropriate. • Activate the OFD DOC. • If EOC activation is required, make appropriate notifications and send personnel to represent ESF #4– Firefighting to the City EOC. • Notify and alert designated OFD, OPD, and EMSD staff of the current situation. • Ensure all off-duty OFD and public safety personnel have been notified of call-back status and when they should report in accordance with current department emergency procedures. • Establish communication with appropriate field personnel for the coordination of response efforts.

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Phase	Activities
	• Alert and notify ESF #15 – Public Information of the situation so that they can alert the public of the pending or existing emergency. • Notify OFD/OPD Dispatch to activate appropriate public warning systems. • Alert county and state firefighting personnel as appropriate. • Notify and direct field units to report pertinent information (casualties, damage observations, evacuating status, radiation levels, chemical exposure, etc.) to the appropriate Branch in the EOC Operations Section. **Step 3: Coordinate response actions** • Coordinate needs and response actions through unified area commands, as appropriate. • Coordinate with subject matter experts (SMEs) on firefighting operations. • Verify inventories of available firefighting resources and services, and provide a summary listing to ESF #5 – Management. • Coordinate with the Finance and Administration Section to implement predetermined cost accounting measures for tracking overall ESF #4 – Firefighting personnel, equipment, materials, and other costs incurred during emergency response actions. • Coordinate with ESF #5 – Management to plan firefighting response actions and resources. • Coordinate with ESF #8 – Public Health and Medical regarding medical assistance and the transportation of survivors and patients beyond the established collection sites. • Coordinate with ESF #15 – Public Information related to firefighting operations and response, incident information, and or evacuation of areas surrounding the incident site. • Coordinate requests for additional firefighting resources with the Alameda County Operational Area EOC counterpart as needed through ICS and Mutual Aid. • Coordinate the emergency medical response at the incident site and coordinate with Alameda County Emergency Medical Services (EMS) contract provider for emergency medical transportation services.
Continued Response **(3+days)**	**Step 4: Continue to coordinate, assess, and track situation status** • Continue coordination and communication with field operations, DOC, and EOC. • Continue to consult with SMEs. • Continue to coordinate with ESF #15 – Public Information.

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Phase	Activities
	• Reassess priorities to address the most critical fire service needs and the development of strategies to meet them on an on-going basis. • Continue to assess firefighting resource needs. • Update and or provide input for the IAP. • Determine if secondary incidents may require additional firefighting response and resources. • Determine ongoing staffing needs for additional operational periods and make requests for additional support as needed. • Track committed resources and provide a summary to ESF #5 – Management. • Draft recommendations for After Action Reports and other reports as needed.
Recovery	• Coordinate with ESF #5 and ESF #14 – Management to develop strategies for supporting recovery operations. • Upon request, ESF #4 – Firefighting will provide firefighting resources to assist recovery efforts.

E. City Department Specific Roles and Responsibilities

The following table outlines the roles and responsibilities of City departments that have a role in the coordination and execution of ESF #4 – Firefighting responsibilities.

All departments are expected to develop supporting plans and procedures to help them meet the roles and responsibilities outlined below.

Department	Roles and Responsibilities
Oakland Fire Department	☐ Respond to and coordinate any and all emergencies within the city through OFD divisions/bureaus: Field Operations, Fire Suppression, Fire Prevention, Medical Services, and EMSD. ☐ Conduct firefighting and fire suppression activities. ☐ Coordinate personnel, equipment, and resources committed to the fire, field medical, search and rescue, and hazardous materials elements of the incident. ☐ Coordinate with support departments to prioritize needs and direct firefighting resources and services. ☐ Support the actions of other ESFs in accordance with established priorities. ☐ Provide written procedures to implement incident specific responsibilities outlined in the City of Oakland Emergency Operations Plan (EOP). ☐ Coordinate with ESF #2 – Communications to ensure adequate communications and establish alternate communications as needed.

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Department	Roles and Responsibilities
Oakland Police Department	☐ Assist in lifesaving activities. ☐ Provide support for all rescue operations. ☐ Provide scene security, crowd and traffic control, evacuation assistance, and crime scene investigation. ☐ Provide force protection for first responders and resources. ☐ Assist with Evacuation
Oakland Public Works Department	☐ Provide resources for ESF #4 – Firefighting. ☐ Conduct debris removal from the incident site and surrounding areas on public property or in the right-of-way to assist ESF #4 – Firefighting operations. ☐ Coordinate with OakDOT
Oakland Department of Transportation	☐ Coordinate roadway clearance priorities with ESF #4 – Firefighting. ☐ Coordinate with OPW to support debris removal operations from the incident site if on public property or in the right-of-way to support ESF #4 – Firefighting operations. ☐ Assist OPD with onsite traffic control as needed
Emergency Management Services Division	☐ Activate the EOC. ☐ Provide coordination and support to other departments and external agencies as necessary. ☐ If the Alameda County Operational Area EOC has been activated, provide coordination between City and Alameda County Operational Area EOCs.

F. External Supporting Entities Roles and Responsibilities

The following external entities may provide support, services, situation reports, information, and/or resources to the City of Oakland, based on their expected roles and responsibilities and availability, through coordination with the Alameda County Operational Area.

Supporting Entity	Roles and Responsibilities
Alameda County Fire Department	☐ Provide additional firefighting services and resources as requested.
Alameda County Regional Emergency Communication Center (ACRECC) and Emergency Medical Service	☐ Provide dispatch and communications services for fire service and EMS for regional incidents. ☐ Relay requests for Mutual Aid resources.

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Supporting Entity	Roles and Responsibilities
California Department of Forestry and Fire Protection (CAL FIRE)	☐ Provide support for all firefighting services and resources within the Operational Area to support City of Oakland requests for firefighting assistance and resources.
California Governor's Office of Emergency Services	☐ Upon request and based on available resources, send an agency representative to the EOC if the Operational Area EOC is not activated. ☐ Monitor the status of the fire mutual aid activities within the state including the mutual aid activities within the City of Oakland. ☐ Coordinate support activities related to the detection and suppression of urban, rural, and wildland fires, and emergency incident scene rescue activities, and provide personnel, equipment, and supplies to the Operational Area in support of City of Oakland requests.
East Bay Regional Parks	☐ Upon request and based on available resources, provide additional firefighting services and resources as requested.
U.C. Berkley	☐ Upon request and based on available resources, provide additional firefighting services and resources as requested.
U.S. Forest Service	☐ Coordinate forest firefighting and rescue with OFD and the Operational Area, if activated.
U.S. Coast Guard	☐ Coordinate marine firefighting with OFD and the Operational Area, if activated. ☐ Coordinate marine rescue with OFD the Operational Area, if activated.
Private Sector	☐ Provide EMS transportation as requested.

IV. Planning Assumptions

The following planning assumptions apply to the execution of ESF #4 – Firefighting:

- Rapid damage assessment of the disaster areas will be necessary to determine potential workloads and firefighting needs.
- Earthquakes, wildland fires, severe weather, and acts of terrorism may cause multiple and concurrent fire, search and rescue, and hazardous materials incidents, all of which may quickly overwhelm the city's firefighting capabilities.
- Access to affected areas may be hindered and alternate means of access must be considered.
- Firefighting resources will take an all-hazards approach. As a result, resources may be required to assist in evacuation, medical triage, treatment, and a variety of other assignments.

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- Resources and personnel to perform operational activities (e.g., locating, extricating, and providing on-site medical treatment to survivors and victims trapped in collapsed structures) are limited. If search and rescue operations are required in contaminated areas, the limited availability of properly equipped resources supports or underscores the need for prompt state response.
- First responders may be among those affected by the incident and therefore may be unable to immediately report for duty. Field units may need to self-initiate responses and work under pre-scripted procedures until centralized command, control, and communications can be reestablished.
- Mutual aid resources may be difficult to obtain, manage, coordinate, and utilize due to potential disruption of communication, transportation, utility, and water systems, or during a regional incident where these resources are needed by multiple jurisdictions.

V. Policies

The following policies, rules, and regulations apply to the execution of ESF #4 – Firefighting:

- Each primary and support department or organization in this ESF is responsible for developing department policies specific to their respective emergency operations.
- ESF #4 – Firefighting will assist in coordination with impacted departments without regard to race, color, national origin, religion, nationality, sex, age, disability, limited English proficiency, economic status, or sexual orientation.
- Primary and support departments will provide sufficient personnel to staff the ESF #4 – Firefighting 24 hours per day, as necessary for the level of activation. The staff will be qualified persons able to facilitate decisions for the department they represent.
- Individuals staffing the EOC on behalf of ESF #4 – Firefighting agencies and organizations should have extensive knowledge of the resources and capabilities of their respective agencies, and have access to the appropriate authority for committing department resources.

VI. References

The following agreements, procedure, plans, and guidelines apply to the execution of ESF #4 – Firefighting, in addition to references listed in the EOP:

- City of Oakland Emergency Operations Plan
- OFD Policies and Procedures
- OFD Emergency Procedures Manual
- OFD Standard Operating Procedures
- Emergency Medical Services current Field Manual
- California Master Mutual Aid Agreement
- Master Mutual Aid Agreement
- National Response Framework

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I. Primary and Supporting Departments and External Entities

The following City of Oakland (City) departments have been identified as primary and supporting departments that will be responsible for carrying out the functions of Emergency Support Function (ESF) #5 – Management. The coordinating department has the responsibility for the overall coordination of this ESF. The primary departments have significant authorities, roles, and resources to accomplish the scope of the ESF and have ongoing coordinating responsibilities throughout the preparedness, response, and recovery phases of incident management. Supporting departments are those entities with specific capabilities or resources that support primary departments in executing the mission of the ESF. Other departments may be called upon to support the ESF as necessary.

Refer to the Emergency Management Services Division (EMSD) 24-Hour Emergency Contact List for specific names and points of contact for each department and supporting entity below.

Role	Name of Department	Department Contact
Coordinating City Department	Emergency Management Services Division	510-238-3938
Primary City Department	Emergency Management Services Division • Communities of Oakland Responding to Emergencies (CORE)	
	City Administrator's Office • Oaklander's Assistance Center	510-238-3301 510-444-2489
Supporting City Departments	City Attorney	510-238-3601
	Human Resources Management Department (HRM)	510-238-3112
	Information Technology Department (ITD)	510-238-4702
	Finance Department	510-238-2220
	Human Services Department (HSD)	510-238-3121
	Oakland Parks, Recreation, and Youth Development Department (OPRYD)	510-238-7275
	Oakland Fire Department (OFD)	510-238-3856
	Oakland Police Department (OPD)	510-777-3333
	Office of the Mayor	510-238-3141

Role	Name of Department	Department Contact
	Oakland Public Works Department (OPW)	510-238-3961

The following *external* entities have been identified as supporting agencies that the City will coordinate with through the Operational Area:

Supporting Entities	Name of Agency	Point of Contact
County	Alameda County Sheriff's Office – Office of Emergency Services	EOC Main Line: 925-803-7888 Duty Officer: 510-667-7721
Regional	California Governor's Office of Emergency Services (Cal OES) Coastal Region	916-845-8510
	Bay Area Rapid Transit (BART)	Watch Commander: 510-464-7020
	East Bay Municipal Utility District (EBMUD)	866-403-2683
	East Bay Regional Parks	888-327-2757
State	California Governor's Office of Emergency Services (Cal OES)	State Warning Center (24/7): 916-845-8911
Federal	Federal Emergency Management Agency (FEMA)	Watch Center Manager (24/7): 888-709-3362
Nonprofit/Private Organizations	American Red Cross (ARC)	Dispatch (24/7): 866-272-2237
	Alameda County Voluntary Organizations Active in Disaster (AlCoVOAD)	Bruce Baird, Chair BDBAIRD@comcast.net 703-778-5088
	Oakland Radio Communication Association (ORCA) Amateur Radio Emergency Service (ARES)/Oakland Radio Amateur Civil Emergency Service (RACES)	Jim Duarte: 510-636-8568 / 415-716-4776 / 510-735-7219 David Otey: 510-482-1643 / 510-918-4627 Gary Plotner: 510-848-1375 / 510-813-6668 mobile garyplotner@gmail.com

II. Purpose

ESF #5 – Management provides a framework for supporting the overall incident management activities of the City of Oakland during incident response. ESF #5 – Management provides the core management and administrative functions in support of the City of Oakland Emergency Operations Center (EOC), related departments, and field operations.

ESF #5 – Management identifies the key policies, concepts of operations, roles and responsibilities, and capabilities associated with ESF #5 – Management in the City of Oakland. Specific operating procedures and protocols are addressed in documents maintained by the participating organizations.

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A. How to Use this ESF

- Review the entire document and identify the roles and responsibilities for your department.
- Prior to an incident, identify necessary capabilities (staff, plans, procedures, training, equipment) that your department will need to be able to implement the assigned roles and responsibilities.
- Immediately after being notified of an incident, refer to this document as a reminder of roles and responsibilities. Follow established supporting plans and procedures. Remain flexible as each incident is unique and may require you to modify your approach.

B. Scope

ESF #5 – Management details the procedures, responsibilities, and concept of operations for emergency management during a potential, imminent, or declared emergency. ESF #5 – Management is responsible for the overall emergency policy and coordination through the joint efforts of government agencies, nonprofits, and private organizations. ESF # 5 – Management objectives cover the following:

- Coordinate activities required to prepare for, prevent, respond to, recover from, or mitigate against all types of hazards and threats.
- Coordinate actions necessary to protect the residents and property of Oakland through the appropriate Department Operations Centers (DOCs).
- Coordinate information collection, analysis, operations support, planning, requests for assistance, resource management, deployment and staffing, mutual aid, facilities management, and financial management during an emergency incident.
- Maintain communication and coordination among EOC sections, branches, and units, the Mayor and the Policy Group, DOCs, the Alameda County Operational Area, and other regional, state, and federal entities.
- Facilitate receipt of citywide management policies and direction from the Mayor and Policy Group and communicate this policy/direction to EOC sections and branches.
- Record operational activities including the development of an incident action plan (IAP), resource tracking, and documentation.
- Coordinate with the EOC Functional Needs Coordinator (E-FNC) to ensure information exchange and coordination with communities and individuals with disabilities and others with access or functional needs, as well as external agencies and organizations that serve them.

III. Concept of Operations

A. General

ESF #5 – Management is responsible for the overall coordination and communication of information and resources needed to support emergency response and recovery efforts. This includes alert and notification, EOC activation and staffing, emergency management planning, resource allocation, financial management, and coordination with other Operational Area, regional, state and federal entities.

One of the main goals of ESF #5 – Management is to coordinate and facilitate the flow of information to ensure situational awareness, the development of a common operating picture, and allow for effective and timely decision-making and implementation of appropriate activities. Key information comes in from the

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field to DOCs or directly to the appropriate ESF or EOC section. ESF primary department leads and Section Chiefs will follow the information flow as designated by the ESF. The EOC Management Section will forward essential information to the Mayor and City Council, the Policy Group, and ESF # 15 – Public Information or the Joint Information Center, if activated. The following sections describe the communication and coordination flow from the field to the EOC and to the Mayor and City Council.

Field Response/Incident Command Posts

Field units are responsible for implementing tactical field operations as specified by the IAP as well as for collecting, evaluating, and documenting intelligence and situational understanding of the emergency. Field commanders direct and control resources, assets, and personnel. They provide situational updates to either their DOCs and/or directly to the EOC via the appropriate ESF.

Department Operations Centers

Various city departments may activate their DOC if needed for the emergency or incident. DOCs may be asked to send an department representative(s) to the EOC. While at the EOC, department representatives will liaise with their respective DOC and communicate discipline-specific situation status updates, resource needs, and other pertinent information to the appropriate EOC representative and in turn will also disseminate pertinent EOC information back to the DOC. City departments should be prepared to send additional representatives to the EOC for expanded or prolonged incidents. Representatives may be assigned additional responsibilities in order to support EOC activities.

Emergency Support Functions

ESFs will be activated according to the functional requirements of an event. ESF #5 – Management will identify and request primary and supporting City departments to send representatives to conduct activities associated with specific ESF(s).

ESF #15 – Public Information/Joint Information Center

The dissemination of current and accurate public information is critical to emergency management activities. The EOC coordinates all messaging and public information through the Public Information Officer (PIO) or, if the JIC is activated, through a designated Joint Information Center (JIC) liaison. The EOC maintains constant communication with the JIC either through a designated JIC Liaison Officer or via communications between the Public Information Officer (PIO) and the EOC Director.

Mayor's Office

The EOC Director will continually update the Mayor's Office with the most current situation status information. The Mayor will assess event information and make decisions, as appropriate, necessary to protect life, property, and the environment within the City.

Policy Group

The Policy Group, when activated, will receive continual situation status updates from EOC Management and ESF #5 – Management. The Policy Group will discuss this information with the Mayor and City Council for the issuance of mayoral directives or priorities, and to advise the Mayor on policy issues that affect the City.

Operational Area

In accordance with the Standardized Emergency Management System (SEMS), the City will communicate and coordinate resource requests with the Alameda County Operational Area through the Alameda County Sheriff's Office, Office of Emergency Management.

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Regional Emergency Operations Center

In accordance with SEMS, the Operational Area will communicate and coordinate requests for resources with the Coastal Region Regional Emergency Operations Center (REOC).

State and Federal Level

In the event that state or federal assistance is needed, the City's requests will be submitted through the Operational Area to the REOC and to the Cal OES State Operations Center (SOC). Requests for federal assistance will also be submitted through the REOC to appropriate federal agencies. State or federal representatives providing assistance to the City will interact with the EOC through the EOC Director or a designated EOC Liaison Officer.

B. Organization

ESF #5 – Management will organize under the leadership of the EMSD and the City Administrator's Office as primary departments, with EMSD serving as the overall coordinator for the ESF. In accordance with SEMS, the National Incident Management System (NIMS), and the Incident Command System (ICS), there are five sections within the City of Oakland EOC: EOC Management, Operations Section, Planning Section, Logistics Section, and Finance and Administration Section. Figure 1 shows this organization. The **City of Oakland Emergency Operations Plan (EOP)** provides details on the roles and responsibilities of each section in **Section 3 – Concept of Operations**.

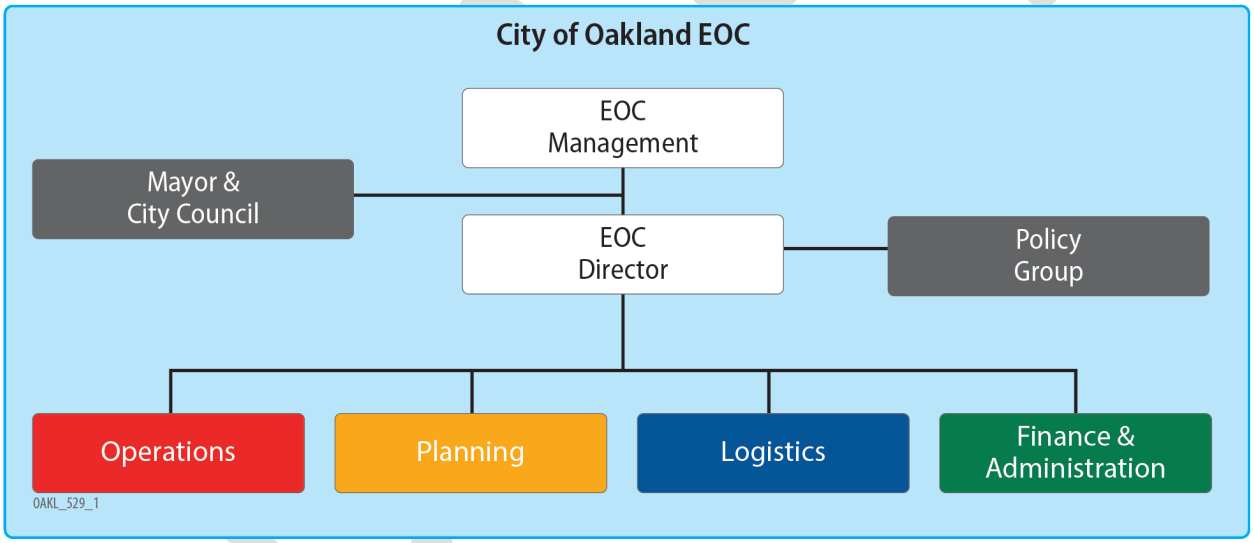

Figure 1: ESF #5 – Management organization structure and information flow

C. Notification and Activation

In the event that citywide coordination of resources is necessary, the EOC Director (City Administrator) or the Emergency Manager will activate the EOC. Notification will then be issued to each department that serves as the primary lead for Operations, Planning, Logistics, and Finance and Administration Sections. If necessary, the EOC Director will notify and activate ESF #5 – Management.

Notification will occur through concurrent lines of communication, using multiple channels, including the emergency notification system AC Alert and direct phone calls to department representatives.

ESF #5 – Management is always in effect with response phases activated as determined by any incident requiring an elevated need for cross departmental coordination, information sharing, and resource

allocation, or with significant impact. The level of activation will be determined according to the needs and magnitude of the disaster.

D. Preparedness, Response, and Recovery Activities

The primary departments, EMSD and the City Administrator's Office, are responsible for coordinating and/or delegating the preparedness, response, and recovery activities of ESF #5 – Management with the supporting entities. As the overall coordinating lead, EMSD will provide oversight for the coordination of activities.

Phase	Activities
Preparedness	• Develop emergency plans and procedures to guide the activities of ESF #5 – Management. • Review the ESF #5 – Management annually and update as needed. • Provide overall coordination and support through all phases of emergency management. • Identify and train staff to support the ESF #5 – Management positions. • Establish a system to ensure cooperation and coordination among all departments and within the City of Oakland in all matters pertaining to emergency management and homeland security. • Develop and coordinate a citywide training and exercise program that incorporates all ESFs, plans, and procedures. • Maintain the capability to activate and support the City's primary and alternate EOC. • Maintain and update needed computer data and programs, maps, critical facility information, evacuation studies, demographics, and critical city data (such as shelter capacity, evacuation routes, etc.) to facilitate coordination, information-sharing, and decision-making. • Support the City Administrator and Mayor and the Policy Group in the formulation of policy and establishment of priorities related to activation of ESF #5 – Management.
Initial Response (within the first 72 hours)	**Step 1: Initial Procedures** • Produce and disseminate initial situation status information to the Mayor's Office and relevant departments. • Facilitate any necessary pre-EOC activation meetings or conference calls. • Request text-based *City Watch* Emergency Alert System (EAS) alert notification and/or activate the siren system as necessary. • Provide initial notification and contact to activate appropriate ESF #5 – Management lead and supporting departments for reporting and situational analysis collection purposes. • Determine activation level and coordinate full or partial EOC activation according to the magnitude and severity of the incident. • Determine which EOC positions should be activated to support the incident.

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Phase	Activities
	• Establish contact with the Alameda County Operational Area EOC, if necessary. **Step 2: Activate the EOC** • Initiate the activation at the level determined for the EOC based upon the significance of the incident. • Assess need for ESF #5 – Management response to support EOC. • Notify appropriate ESF #5 – Management primary personnel to report to EOC. • Assess need for additional ESF(s) initial response activation required to support EOC activities. • Notify the appropriate supporting ESF departments and request representation at the EOC. Ensure assigned personnel are able to effectively represent the branch/section/ESF mission. • Notify the Mayor and supporting departments of the activation level, EOC staffing, and activation timeframe. • Establish a duty roster, review phone lists, and establish processes for message flow and tracking. • Anticipate the types of response information ESF #5 – Management responding departments will likely require. • Assign ICS/EOC positions, as required. • Coordinate with the response personnel in the field as needed. • Coordinate contact with the Alameda County Operational Area as needed. • Prepare Initial EOC Action Plan. **Step 3: Collecting, analyze, and share information** • Coordinate and support overall EOC activities and information flow. This includes regular situation status reports throughout the EOC, to the Mayor's Office, and supporting DOCs. • Collect and share information on a regular basis with departments engaged in field operations, DOCs, supporting departments/external agencies/organizations, Operational Area and Regional conference calls, public and elected officials, nonprofits, the private sector, media, and social media sources. • Participate in regional conference calls. • Receive and process information regarding incidents and emergencies supporting different planning leads of the EOC Management Team. • Provide recommendations and supporting information for requesting an Emergency Proclamation.

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Phase	Activities
	Step 4: Manage response • Conduct EOC management meetings during each operational period to collect and share information related to field response activities, DOC activities, and EOC activities. • Coordinate with all local, county, state, and federal response entities. • Update and coordinate the EOC Action Plan as needed with supporting EOC sections. • Establish and maintain a geographical information system (GIS) capability with the EOC to provide technical advice to support operational planning and response activities. • Provide oversight for prioritization for resource requests, assistance and support as requested, needed, and available. Resource requests will be fulfilled at the EOC level after DOC level resources have been exhausted. EOC representatives will fill out a Logistics request form and submit it to the Logistics Section. • Provide resource management direction, including critical resource acquisition and allocation. • Implement predetermined cost accounting measures for tracking overall ESF #5 – Management personnel, equipment, materials, and other costs incurred during emergency response actions. • Update the Mayor's Office and discuss issues and policy recommendations as needed. • Coordinate with ESF #15– Public Information to coordinate a summary of events/incident, actions being taken by the EOC and the City of Oakland, actions the public should take, and any public warning messages. **Step 5: Begin recovery planning** • ESF #5 – Management will address the following issues in relation to potential impacts, to be continued through all response phases into the Recovery Phase: ○ Business impacts ○ Damage assessment requirements and priorities ○ Debris management ○ Emergency and temporary housing issues ○ Human needs ○ Route clearance ○ Utilities restoration

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Phase	Activities
Continued Response **(3+days)**	**Step 6: Continue to coordinate, manage, track, and inform** • Assess need for additional ESF(s) continued response activation required to support EOC activities. • Continue to staff the EOC as determined by the established operational period. • Continue to manage message flow in the EOC and log all actions taken. • Provide information in support of responding ESF #5 – Management departments. • The Planning Section will continue to develop/modify the EOC Action Plan in coordination with EOC Management and General Staff. • Continue to coordinate with ESF #15 – Public Information to relay a summary of events/incident, actions being taken by the EOC and the City of Oakland, actions the public should take, and any public warning messages. • Draft recommendations for After Action Reports and other reports as appropriate. • Submit situation status updates to relevant entities, including Alameda County Operation Area, if warranted, regarding coordination of and support to ESF#5 – Management at a frequency determined by the incident. • Submit situation status updates via approved pre-established channels to the Alameda County Operational Area. • Continuously collect and share information with departments engaged in field operations, DOCs, supporting departments/external agencies/organizations, Operational Area and Regional conference calls, public and elected officials, non-profits, private sector, media, and social media sources. • Participate in Operational Area, REOC, or Cal OES SOC conference calls as requested. • Maintain communications and facilitate coordination with local, regional, state, and/or federal entities and special districts. • Maintain archival files and records. This includes soliciting input for the preparation of after action or special reports.
Recovery	• Shift from the operational period EOC Action Plan to long-range management plans as the incident begins to shift from response to recovery. • Assess need for additional ESF(s) recovery activation required to support EOC activities.

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Phase	Activities

	• Implement the City of Oakland Disaster Recovery Framework (DRF) and activate any necessary Recovery Support Functions (RSFs), as appropriate.
	• Coordinate strategies with ESFs to support recovery operations and transition their functions into the RSF organization.
	• Consider short- and long-term recovery issues affecting people, property, or livelihood.
	• Continue to address the following issues:
	  • Business impacts
	  • Damage assessment requirements and priorities
	  • Debris management
	  • Emergency and temporary housing issues
	  • Human needs
	  • Route clearance
	  • Utilities restoration
	• Coordinate the collection of recommendations and supporting information for disaster recovery grants and programs (such as Individual Assistance, Public Assistance, etc.).
	• Participate in incident debriefing and development of After Action Reports indicating areas for improvement and EOP updates.
	• Coordinate the demobilization of the EOC by releasing staff, taking an inventory of equipment and supplies, and documenting needed resources for the EOC.

E. City Office/Department Specific Roles and Responsibilities

The following table outlines the roles and responsibilities of city departments that have a role in the coordination and execution of ESF #5 – Management responsibilities.

All departments are expected to develop supporting plans and procedures to help them meet the roles and responsibilities outlined below.

Department	Roles and Responsibilities
Emergency Management Services Division	☐ Coordinate the activities of ESF #5 – Management. ☐ Activate the EOC and coordinate with local emergency management organizations. ☐ Manage and coordinate emergency operations. ☐ Serve as the EOC Manager and provide oversight and recommendations for all EOC activities. ☐ When necessary, request the activation and deployment of Incident Management Teams (IMTs) though the Operational Area.

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Department	Roles and Responsibilities
	☐ Provide information for and assist with coordinating the emergency proclamation process. ☐ Coordinate the overall efforts to collect, process, report, and display essential elements of information. ☐ Coordinate message flow and resource requests within the EOC. ☐ Receive and disseminate warning information to all City staff. ☐ Distribute EOP and informational reports to City of Oakland departments, other ESFs, and the Alameda County Operational Area. ☐ Provide staffing support for ESF #5 – Management activities at the EOC and other locations as necessary. ☐ Coordinate the development of the EOC Action Plan. ☐ Work with ESF #15 – Public Information to research, develop, and provide emergency information and instructions to the public, making official releases to the news media and the scheduling of press conferences as necessary. ☐ Maintain contact and coordination with EOC Section Chiefs, ESF primary departments, DOCs, other local government EOCs, and the Alameda County Operational Area. ☐ Provide a common operating picture to help guide operational decision making. ☐ Disseminate situation status report and other briefings as necessary. ☐ Collect, analyze, verify, display, and disseminate event information. ☐ Ensure that safety/damage assessment information is compiled, assembled, and reported. ☐ Record response effort details. ☐ Maintain communications with the JIC. ☐ Ensure that E-FNCs coordinate with ESF #15 – Public Information to communicate pertinent information to communities and individuals with disabilities and others with access and functional needs in the appropriate formats and locations. ☐ Evaluate and review procedures/guidelines to ensure operational readiness. ☐ Assist in identifying personnel and resources to support ESF 5 – Management. ☐ Review and update ESF #5 – Management annually. ☐ Provide or coordinate training for volunteers to participate in ESF activities, including mass care and shelter activities. ☐ Track volunteers who are eligible through training to participate in ESF activities as disaster service worker volunteers (DSW-Vs).

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Department	Roles and Responsibilities
	☐ Organize and deploy volunteers to support ESF activities, as necessary and as appropriate.
City Administrator's Office	☐ As the Director of Emergency Services, serve as the EOC Director and lead the Policy Group. ☐ Develop and provide policy recommendation to the Mayor and City Council as appropriate. ☐ Provide oversight of Oakland response operations. ☐ Provide authorization and approvals for the emergency proclamation process. ☐ Receive the most current situation status information from the EOC and assess incident information. Take necessary actions to protect life and property within the City of Oakland. ☐ Serve as the point of contact for the JIC to ESF #5 – Management. ☐ Coordinate and disseminate incident information to the public, the media, and other relevant stakeholders in coordination with ESF #15 – Public Information. ☐ The City's Americans with Disabilities Act (ADA) Coordinator will serve as the primary E-FNC. The E-FNC should coordinate with ESF #15 – Public Information to communicate pertinent information to communities and individuals with disabilities and others with access and functional needs in the appropriate formats and locations.
City Attorney	☐ Provide staff to the EOC upon request. ☐ Provide legal guidance on all City of Oakland response actions, policies, and personnel.
Human Resources Management Department	☐ Provide representative(s) to support the City EOC as requested. ☐ Coordinate City staff notification of the EOC activation. ☐ Manage all personnel issues that arise during emergency operations, including union and management relations, leave policies, personal and workplace safety, special payroll provisions and temporary hiring, and workplace relocation issues. ☐ Support City Disaster Service Worker activations and assignments. ☐ Support volunteer management activities.
Information Technology Department	☐ Provide the needed communications equipment for ESF #5 – Management. ☐ Maintain and provide technical information technology assistance for the EOC. ☐ Coordinate communication and information technology activities to the EOC and overall incident operations. ☐ Assist with the establishment of electronic message flow and tracking.

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Department	Roles and Responsibilities
	☐ Set up or procure data processing computers and software for ESF #5 – Management personnel. ☐ Coordinate activities for technical specialists. ☐ Ensure provisions of adequate communications to support response operations, including providing GIS capabilities.
Finance Department	☐ Oversee the coordination of all financial policy, employee compensation, accounts payable, and cost recovery issues related to an incident or planned event. ☐ Coordinate the activities of the Finance and Administration Section.
Human Services Department	☐ Coordinate with the Operational Area to oversee the human services components. ☐ Provide human services support in emergency/disasters, in accordance with departmental operations guides and protocols, and existing memorandum of understanding and agreements. ☐ Utilize existing service contracts to meet the needs of those impacted by the disaster when requested by ESF #5 – Management. ☐ Provide staff, as available, for ESF #8 – Public Health and Medical and ESF #6 – Mass Care and Shelter positions, as well as staff for shelters, mass feeding sites, and other medical and healthcare related sites throughout the city. ☐ The Aging and Adult Services Manager will serve as the first alternate E-FNC, as available.
Oakland Parks, Recreation, and Youth Development Department	☐ Provide representative(s) to support the EOC as requested. ☐ Activate and staff shelters, as requested by the City Administrator/EOC Director and/or Emergency Manager/EOC Manager. ☐ The Inclusive Recreation Coordinator will serve as the second alternate E-FNC, as available. ☐ Receive guidance from the EOC regarding incident priorities to assist with response and recovery operations, including mass care and sheltering priorities. ☐ Provide updates to ESF #5 – Management on their emergency operation activities, including parks and recreation sites, personnel, and equipment.
Oakland Fire Department	☐ Coordinate firefighting, search and rescue, medical services, and hazardous materials response operations. ☐ Coordinate activities for technical specialists. ☐ Support damage assessments and structural evaluations. ☐ Support evacuation of impacted areas if necessary.

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Department	Roles and Responsibilities
Oakland Police Department	☐ Provide security for the EOC and other facilities as necessary. ☐ Coordinate activities for technical specialists. ☐ Coordinate Law Enforcement activities. ☐ Support damage assessments. ☐ Provide security and traffic control for response activities. ☐ Coordinate evacuation of impacted areas if necessary.
Office of the Mayor	☐ Serve as the spokesperson for the City of Oakland during disasters or emergencies. ☐ With support from the Policy Group, issue policy guidance and provide oversight, approval, and authorization for all City of Oakland operations. ☐ Receive the most current situation information from the EOC and assess incident information and make decisions as necessary to protect life and property within the City of Oakland.
Oakland Public Works Department	☐ Provide representative(s) to support the EOC as requested. ☐ Coordinate and manage citywide OPW resources, including, supplies, equipment, and facilities during an incident or planned event. ☐ Provide updates to ESF #5 – Management on disaster operation activities, including debris removal and disposal operations. ☐ Coordinate with utilities on the protection, assessment, repair, and recovery of critical infrastructure. ☐ Ensure that safety/damage assessment information is compiled, assembled, and reported. ☐ Coordinate activities for technical specialists. ☐ Support recovery operations.

F. External Supporting Entities Roles and Responsibilities

The following external entities may provide support, services, situation reports, information, and/or resources to the City of Oakland, based on their expected roles and responsibilities and availability, through coordination with the Alameda County Operational Area.

Supporting Entity	Roles and Responsibilities
Alameda County Sheriff's Office – Office of Emergency Services	☐ Maintain communication and coordination with Oakland ESF #5 – Management and include ESF #5 – Management representatives in planning for jurisdictional support. ☐ Fill resource requests from Oakland ESF #5 – Management. ☐ Request resources from the REOC when jurisdictional resources are exhausted. ☐ Provide representative(s) to support the city EOC as requested.

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Supporting Entity	Roles and Responsibilities
California Governor's Office of Emergency Services – Coastal Region	☐ Maintain communication and coordination with Oakland ESF #5 – Management through the Alameda County Operational Area. ☐ Fill resource requests from Oakland ESF #5 – Management requested through the Alameda County Operational Area. ☐ Provide representative(s) to support the EOC as requested.
California Governor's Office of Emergency Services	☐ Send an agency representative to the City EOC if the Operational Area EOC is not activated; upon request and based on available resources. ☐ Provide access to state level emergency management systems, staff, and resources to the Operational Area to fulfill requests from the City of Oakland. ☐ Manage the Cal EOC emergency response system, the Emergency Alert System (EAS) with the Emergency Digital Information Service (EDIS) enhancement, and the Situation Awareness and Collaboration Tool (SCOUT) system within the Operational Area to ensure information exchange from the City of Oakland to the Alameda County Operational Area to the State. ☐ Provide representative(s) to support the city EOC as requested.
Department of Homeland Security/Federal Emergency Management Agency	☐ Support the Cal OES response efforts within the Operational Area to fulfill City of Oakland requests for federal assistance. ☐ Activate specialized response teams to support Cal OES response efforts within the Operational Area to fulfill City of Oakland requests for specialized teams.
Nonprofit	☐ Assist EOC activities by providing volunteer support as requested. ☐ Provide information regarding status of infrastructure and capabilities. ☐ Provide operational/restoration information reports from volunteers and field personnel on response activities. ☐ Provide resource and support response operations as appropriate and in accordance with incident priorities. ☐ Provide back-up communication services to the EOC as requested. When requested, establish radio communications at locations identified by the ORCA ARES/RACES Disaster Plan. ☐ Coordinate volunteers for community communication requests and services. ☐ Coordinate the requests for emergency help and the community-based organizations available to provide help within the Operational Area to fulfill City of Oakland requests. ☐ Request resources for volunteers if activated.
Private Sector	☐ Receive requests from the EOC regarding incident priorities.

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Supporting Entity	Roles and Responsibilities
	☐ Provide a liaison to the EOC to ensure effective communications and coordination of public emergencies, specifically monitoring the power grid and its impact on the city. ☐ Provide operational/restoration information reports on response activities to the EOC. ☐ Prepare an impact statement outlining the effects of a critical infrastructure outages and the potential threat to the health, welfare, and safety of citizens in the affected areas. ☐ Provide support to ESF #5 – Management as requested and per the City contracts. This includes priority response to the agreements in place with Oakland before other requests.

IV. Planning Assumptions

The following planning assumptions apply to the execution of ESF #5 – Management:

- City personnel, including staff assigned to the EOC, may be among those affected by the incident and therefore may be unable to immediately report for duty.
- During an incident, it is expected that resource management and coordination will be initially performed at the DOC level.
- There will be delays in establishing full information processing capabilities.
- During the early stages of the incident, little information will be available and information may be vague or inaccurate. Verification may take time and delay response to inquiries.
- Reporting of information may be delayed due to damaged infrastructure and communication systems.
- All departments operating within each ESF will act in accordance with the City of Oakland EOP, the emergency plans of each department and applicable City of Oakland, Operational Area, State of California, and federal guidelines.

V. Policies

The following policies, rules, and regulations apply to the execution of ESF #5 – Management:

- ESF #5 – Management coordinates the emergency response of a multitude of departments and organizations. As a result, it is impossible to list all of the policies that regulate the specific operations. Each primary and supporting department or organization in this ESF is responsible for developing policies specific to their respective emergency operations.
- ESF #5 – Management will assist in coordination with impacted departments without regard to race, color, national origin, religion, nationality, sex, age, disability, limited English proficiency, economic status or sexual orientation.

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- Primary and supporting departments will provide sufficient personnel to staff the ESF #5 – Management 24 hours per day, or as necessary for the level of activation. The staff will be qualified persons able to facilitate decisions for the department they represent.
- Individuals staffing the EOC on behalf of ESF #5 – Management should have extensive knowledge of the resources and capabilities of their respective departments and have access to the appropriate authority for committing department resources.

VI. References

The following agreements, procedure, plans, and guidelines apply to the execution of ESF #5 – Management, in addition to references listed in the EOP:

- City of Oakland, California, Municipal Code Title 8, Chapter 8.50
- City of Oakland Emergency Operations Plan
- Alameda County Operational Area Agreement
- California Master Mutual Aid Plan
- Cal. Government Code, Chapter 7, Division 1, Title 2 (Emergency Services Act)
- Law Enforcement Master Mutual Aid Agreement

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I. Primary and Supporting Departments and External Entities

The following City of Oakland (City) departments have been identified as primary and supporting departments that will be responsible for carrying out the functions of Emergency Support Function (ESF) #6 – Mass Care and Shelter. The primary departments have significant authorities, roles, and resources to accomplish the scope of the ESF and have ongoing coordinating responsibilities throughout the preparedness, response, and recovery phases of incident management. Supporting departments are those entities with specific capabilities or resources that support primary departments in executing the mission of the ESF. Other departments may be called upon to support the ESF as necessary.

Refer to the Emergency Management Services Division (EMSD) 24-Hour Emergency Contact List for specific names and points of contact for each department and supporting entity below.

Role	Name of Department	Department Contact
Primary City Departments	Oakland Parks, Recreation, and Youth Development Department (OPRYD)	510-238-7275
	Human Services Department (HSD)	510-238-3121
Supporting City Offices and Departments	Emergency Management Services Division	510-238-3938
	City Administrator's Office	510-238-3301
	Information Technology Department (ITD)	510-238-4702
	Human Resources Management Department (HRM)	510-238-3112
	Oakland Fire Department (OFD) • Fire Prevention and Support Services Bureau – Office of the Fire Marshal • Medical Services Division	510-238-3856 510-238-3851 510-238-3736
	Oakland Police Department (OPD)	510-777-3333
	Oakland Animal Services Department (OAS)	510-535-5602
	Oakland Unified School District (OUSD)	510-879-8200
	Oakland Public Works Department (OPW)	510-238-3961
	Oakland Public Library (OPL)	510-238-3134
	Americans with Disabilities Act (ADA) Programs	510-238-6919

Emergency Support Function #6 – Mass Care and Shelter

Role	Name of Department	Department Contact
	Department of Housing and Community Development	510-238-6182

The following external entities have been identified as supporting agencies that the City will coordinate with through the Operational Area:

Supporting Entities	Name of Agency	Contact
County	Alameda County Social Services Agency	510-577-1900
	Alameda County Health Care Services Agency	510-618-3452
	Alameda County Public Health Department	510-267-8000
	Bay Area Community Services	510-613-0330
State	California Health and Human Services Agency	916-654-3454
	California Governor's Office of Emergency Management (Cal OES)	State Warning Center 916-845-8911
	California Department of Public Health	916-558-1784
	California Department of Social Services	916-651-8848
	California National Guard	916-854-3000
Federal	Federal Emergency Management Agency (FEMA)	Watch Center Manager 888-709-3362
Nonprofit/Private Organizations	Alameda County Food Bank	510-635-3663
	The American Red Cross	Dispatch (24/7): 866-272-2237
	Oakland Radio Communication Association (ORCA) – Oakland Amateur Radio Emergency Service (ARES)/Oakland Radio Amateur Civil Emergency Service (RACES)	Jim Duarte: 510-636-8568 415-716-4776 510-735-7219 David Otey: 510-482-1643 510-918-4627 Gary Plotner: 510-848-1375 C: 510-813-6668
	Salvation Army	562-436-7000
	Eden I&R	Administrative: 510-537-2710 Toll-free: 888-886-9660
	Alameda County Voluntary Organizations Active in Disasters (AlCo VOAD)	Chair: Lars Eric Holm 510.727.9516 leholm@edenir.org

II. Purpose

ESF #6 – Mass Care and Shelter provides the framework for the provision and delivery of mass care resources and services, emergency care and sheltering, and basic human services to people affected by a disaster within the City of Oakland.

This ESF identifies the key policies, concepts of operations, roles and responsibilities, and capabilities associated with ESF #6 – Mass Care and Shelter in the City of Oakland. Specific operating procedures and protocols are addressed in documents maintained by the participating organizations.

A. How to use this ESF

- Review the entire document and identify the roles and responsibilities for your department.
- Prior to an incident, identify necessary capabilities (staff, plans, procedures, training, and equipment) that your department will need to be able to implement the assigned roles and responsibilities.
- Immediately after being notified of an incident, refer to this document as a reminder of roles and responsibilities. Follow established supporting plans and procedures. Remain flexible as each incident is unique and may require you to modify your approach.

B. Scope

ESF #6 – Mass Care and Shelter services and programs are implemented to assist individuals and families impacted by potential or actual incidents. The City of Oakland's ESF #6 – Mass Care and Shelter covers the following:

- Support for evacuations (including registration and tracking of affected population)
- Provision of shelter, feeding, basic health services and first aid
- Direct coordination with the Emergency Operations Center (EOC) Functional Needs Coordinator (E-FNC) for federal, state, and local disability and accessibility requirements
- Provisions of aid and services to population with access and functional needs and service animals
- Distribution of emergency supplies
- Support reunification and welfare check activities
- Provision of information regarding disaster assistance programs

In accordance with the Functional Needs Annex to ESF #6 – Mass Care and Shelter, shelter operations will be integrated and inclusive. People with disabilities and other access and functional needs (with and without support) will be sheltered with the general population; Shelter staff will provide reasonable accommodations as defined under ADA law.

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III. Concept of Operations

A. General

- Upon request from CAO or EMSD, OPRYD and HSD will coordinate to send a Department Representative to the EOC Operations Section Human Services Branch for the coordination and implementation of mass care, emergency assistance, housing, and human services.
- The Department Representative will staff the ESF #6 – Mass Care and Shelter workstation, identify which support City Departments and external entities are needed, and take the necessary steps to ensure that support entities are activated or placed on standby to implement ESF #6 – Mass Care and Shelter
- ESF #6 – Mass Care and Shelter will be organized in a manner that ensures rapid response to the mass care needs of people affected by a disaster.
- ESF #6 – Mass Care and Shelter initial response activities will focus on meeting the urgent mass care and sheltering needs of people affected by a disaster. Recovery efforts should be initiated concurrently with response activities. Close coordination is required among local departments, the county and state agencies, and other nongovernmental organizations responsible for response operations and recovery activities.

B. Organization

- Located in the Operations Section of the EOC, ESF #6 – Mass Care and Shelter will organize under the leadership of OPRYD and HSD. OPRYD and HSD will provide direction for the operation of ESF #6 – Mass Care and Shelter, assign mass care and shelter personnel to respond to requests for assistance, and ensure requests for assistance are prioritized, met, and documented. ESF #6 – Mass Care and Shelter will establish communication with other appropriate ESFs and maintain open information flow in planning and operational phases.
- OPRYD is responsible for 2,500 acres of open space, 140 parks and public grounds, and 24 recreation, community, and interpretive centers that can be used in support of disaster response and recovery activities, as appropriate.
- HSD is responsible for four (4) Senior Centers which have been identified as potential sites to be used in disaster response and recovery activities.
- The Functional Needs Annex to ESF #6 – Mass Care and Shelter establishes policies and procedures for ensuring individuals with access and functional needs are cared for in a general shelter setting, including their service animals. The Access and Functional Needs Annex stipulates a Primary E-FNC, a line of succession if the Primary E-FNC is unavailable, and a checklist of responsibilities including appointing and advising Shelter Functional Needs Coordinator (S-FNC) at each open shelter site. Staffing and training of E-FNC and S-FNC positions are the responsibility of the ADA Programs.
- Support entities will operate under the leadership of the OPRYD and HSD representative at the EOC. However, each department representative will be expected to activate and direct their response resources in accordance with their department's operating procedures.
- The American Red Cross is chartered by the U.S. Congress to provide relief to survivors of disasters and to help people prevent, prepare for, respond to, and recover from emergencies. The Red Cross has a legal status of a federal chartered instrumentality and maintains a special relationship with all

levels of government. In this capacity, the American Red Cross is the support agency of ESF #6 and will support mass care and shelter efforts in the City of Oakland by providing personnel and equipment for sheltering operations.

Figure 1 shows the organization structure and the flow of information for ESF #6 – Mass Care and Shelter.

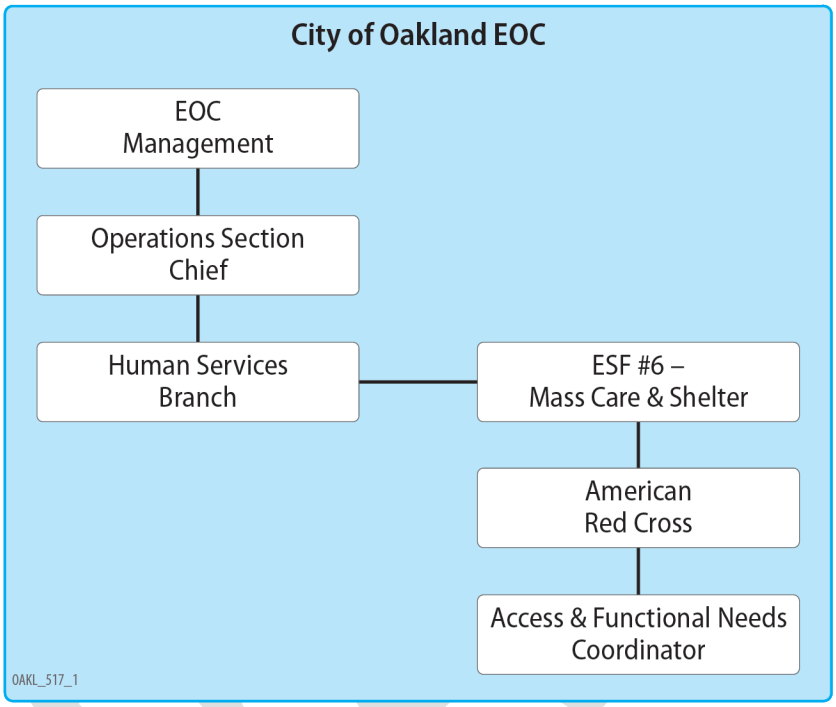

Figure 1: ESF #6 – Mass Care and Shelter organization structure and information flow

C. Notification and Activation

During an event requiring citywide coordination of resources, the EOC Director or the Emergency Manager will activate the EOC. Notification will then be issued to each department that serves as the primary lead for Operations, Planning, Logistics, and Finance and Administration Sections. If necessary, the Operations Section Chief will notify and activate ESF #6 – Mass Care and Shelter with the Director's concurrence.

Notification will occur through concurrent lines of communication, using multiple channels, including the emergency notification system, such as AC Alert, and direct phone calls to department representatives.

ESF #6 – Mass Care and Shelter is always in effect. The level of activation will be determined according to the needs and magnitude of the disaster.

D. Preparedness, Response, and Recovery Activities

The primary departments, OPRYD and OHSD, are responsible for coordinating with and/or delegating preparedness, response, and recovery activities of ESF #6 – Mass Care and Shelter to the supporting departments.

Phase	Activities

Preparedness	• Develop emergency plans and procedures to guide the activities of ESF #6 – Mass Care and Shelter.
	• Coordinate with EMSD to identify and prioritize shelters in the central shelter database maintained by EMSD in VEOCI.
	• Participate in shelter training and exercises and include FBO/CBO/NGO partners.
	• Work with Purchasing/Procurement and HRM Departments to identify vendors and develop partnerships for resources typically needed at shelters: food or meals, disaster supplies, and services.
	• Primary and support departments will maintain appropriate listings of department staff to call for performing response activities.
	  ○ HRM will maintain active list of City of Oakland employees for DSW deployment.
	  ○ HRM will ensure the DSW Portal is active and up-to-date (quarterly).
	• Coordinate with the American Red Cross to identify additional facilities, resources, partnerships, and training and exercise opportunities.
	• Create and maintain a list of referrals and resources for federal, state, and local agencies to aid in recovery (e.g. Social Security, veteran's benefits, disaster unemployment assistance, and federal tax refunds).

Initial Response (within the first 72 hours)	**Step 1: Gather information and assign staff** • Assign Incident Command System (ICS) positions and serve as Branch Chief as directed by incident command. • Gather initial mass care and sheltering needs from first responders in the field and the Operations Section within the EOC. • Activate the OPRYD and OHSD Department Operations Centers (DOC). • Confirm inventories and locations of available mass care resources, including lists of available service providers used by the supporting entities in disaster situations. • HRM will notify bargaining units of DSW deployment. • Work with HRM to activate City DSWs and prepare to deploy personnel trained in mass care activities. ○ If needed, make arrangements for 'just in time' training. • Provide EOC Staff support as requested. • Notify the American Red Cross and request Agency Representative to the EOC.

Phase	Activities
	• Coordinate with ESF #11 – Food, Agriculture, and Animal Services to assess immediate feeding and animal care needs and available resources to fill them. • Coordinate with ADA Programs, E-FNC and S-FNC, to ensure appropriate accommodations for people with access and functional needs. • Assess the needs and develop the timeline for bulk distribution of disaster supplies. • Assess the needs and timeline for opening family and friends reunification centers. **Step 2: Identify and acquire resources** • Identify mass care services and resources that are consistent with the Access and Functional Needs Annex. • Identify and request supplies, resources, equipment, and specialized services through DOCs and the Logistics Section in the EOC. • Work with the E-FNC and S-FNC to ensure that at least 5% of portable facility resources have accessible features. • Coordinate with ESF #12 – Utilities to obtain generators and fuel. • Coordinate with ESF #3 – Public Works and Engineering to identify the location of usable shelters. • Continue to deploy and rotate personnel to shelters as needed. • Coordinate the opening of shelters with the American Red Cross. • Coordinate the visible signage that identifies the shelter location(s). • Coordinate with the American Red Cross to establish an intake/registration/case assessment system and ensure support for access and functional needs within the shelter setting. ○ Assessment of access and functional needs must be made in accordance with City policies and not violate the privacy of individuals. This includes the establishment of a system to provide shelter registration data to appropriate authorities. • Establish and display shelter information within the shelter, including shelter rules and a schedule of events, such as shelter meetings. Shelter rules should be culturally appropriate and succinct and translated. • Coordinate with ADA Programs and E-FNC and S-FNC to provide accessibility at shelters. If shelters are opened, an assessment must be conducted to ensure safety and accessibility for individuals with disabilities and other access and functional needs. • HRM/Equal Access will work to secure needed translated materials. • HRM will identify assignments for DSW Portal. •

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Phase	Activities

	Step 3: Deploy resources, coordinate response activities, and monitor, track, and share information
	• Request ESF #7 – Resources, ESF #11 – Food, Agriculture, and Animal Services, and ESF #17 – Volunteer and Donations Management locate emergency supplies and resources for mass care distribution.
	  ○ Coordinate with ESF #11 – Food, Agriculture, and Animal Services to support the needs of people affected by a disaster and their animals during an evacuation, sheltering, feeding, or bulk distribution of emergency supplies.
	  ○ Coordinate with ESF #17 – Volunteer and Donations Management for volunteers to assist with mass care operations and/or to establish a donations management and distribution system.
	• Coordinate with ESF #13 – Law Enforcement for shelter facility security resources.
	• Coordinate with ESF #15 – Public Information for messaging and information regarding shelters, family reunification centers, mass care activities, and distribution sites, including commodity PODs.
	• Coordinate with ESF #8 – Public Health and Medical for the provision of medical services up to advanced first aid and behavioral health services in shelters and ensure trained personnel are present in shelters in sufficient numbers to provide assistance.
	  ○ Coordinate with ESF #8 – Public Health and Medical to request crisis counseling and other supportive services
	  ○ Coordinate with ESF #8 – Public Health and Medical to request medical support exceeding that required for standard first aid
	  ○ Coordinate with ESF #8 – Public Health and Medical to request epidemiological and environmental health activities within shelters
	• Coordinate with ESF #2 – Communications to ensure that each shelter has a working system for communications.
	• Coordinate with the EOC Finance and Administration Section to implement predetermined cost accounting measures for tracking overall ESF #6 – Mass Care and Shelter personnel, equipment, materials, and other costs that are incurred during emergency response actions.
	• Work with appropriate departments and external entities to support Reunification and Welfare-Check activities.
	• HRM will continue to assign DSWs through the DSW Portal.

Phase	Activities
Continued Response **(3+days)**	• Provide mass care and shelter data to ESF #5 – Management and other ESFs that require accurate data for response planning. • Continue to coordinate with ESF #7 – Resources and ESF #17 – Volunteer and Donations Management for the delivery of mass care goods and services, including PODs and Volunteer Intake Centers. • Utilize the central database of shelter registrations in VEOCI and coordinate with City Departments and County and State agencies regarding information on missing/displaced persons and reunification. • Provide status reports to the EOC containing: (1) listing of open shelters; (2) the number of people being sheltered; (3) the status of supplies; and (4) any unmet or anticipated needs. • Continue to coordinate with ESF #7 – Resources to request personnel and supplies as needed. • Coordinate the consolidation of shelters, staff, resources, and supplies as sheltering needs diminish. • HRM will coordinate the rotation of DSW assignments as necessary.
Recovery	• Work with the local departments, County and State agencies, and the American Red Cross to assist in determining continuing sheltering needs and to evaluate the need for establishing Local Area Assistance Center (LAAC). Coordinate with local, Regional, State, Federal and non-profit agencies, and with CBO/FBO partners to provide services at the LAAC. • Coordinate with ESF #15 – Public Information to provide information to shelter residents about how to access disaster assistance programs and services. • Coordinate with the American Red Cross and other agencies involved in Mass Care/Sheltering the transition of shelter operations. **Step 4: Closing Operations** • Return the sheltering or mass care facilities to their original condition upon closing. • Provide accurate and complete documentation for all ESF #6 – Mass Care and Shelter activities and status reports for each operational and transitional period. • Draft recommendations for After Action Reports and other reports as required. • HRM will facilitate DSWs returning to their regular assignments. • HRM will notify the bargaining units when DSW deployment ends.

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E. City Department Specific Roles and Responsibilities

The following table outlines the roles and responsibilities of City departments that have a role in the coordination and execution of ESF #6 – Mass Care and Shelter.

All departments are expected to develop supporting plans and procedures to help them meet the roles and responsibilities outlined below.

Department	Roles and Responsibilities
Oakland Parks, Recreation, and Youth Development Department	☐ Work with EMSD to coordinate training, staffing, and management of all shelter operations for the City of Oakland staff and external partners. ☐ Work with EMSD and OHSD to provide leadership in directing, coordinating, and integrating citywide efforts to provide mass care and sheltering assistance to the affected areas. ☐ Coordinate with HRM to develop and maintain a roster of personnel who have received appropriate mass care and shelter training. ☐ Coordinate with ADA Programs (for accessibility evaluation criteria only) and EMSD to identify shelter locations within the City of Oakland to support individuals with disabilities and other access and functional needs. ☐ Work with HSD, OPL, EMSD, and OPW to establish a list of facilities with shelter capabilities and accessibility information for inclusion in the centralized shelter database in VEOCI. ☐ Coordinate and manage shelter registration process. ☐ Submit requests for staff, resources, supplies, partnership support, etc. to the EOC. ☐ Coordinate with the EOC to provide ESF #15 – Public Information with messaging and information regarding shelters for public dissemination. ☐ Coordinate with the EOC to work with ESF #11 – Food, Agriculture, and Animal Services on all food distribution and animal care issues at mass care and shelter facilities. ☐ Ensure resources and materials are available in sufficient quantities at shelter locations, including the following items: o Forms for shelter inspection and activation; o Shelter management and administration supplies; o List of shelters with the contacts for each site; o List of all hospital and ambulance services with contact information from ESF #8 – Public Health and Medical; o List of locations of all mass feeding sites and contact information for managers; o Commodity POD locations and operating information.

	☐ Implement the designated system for recording incoming requests for assistance, individual assigned to respond, and the action taken. ☐ Coordinate activities with other ESFs through the EOC. ☐ Conduct daily shelter meetings and be prepared to make status reports at all times. ☐ Provide written procedures to implement the responsibilities outlined in the City of Oakland EOP. ☐ Develop a list of partner organizations that have a mission to provide mass feeding in times of disaster. ☐ Coordinate mass feeding at OPRYD locations with ESF #11 – Food, Agriculture, and Animal Services.
Human Services Department	☐ Coordinate outreach to individuals with disabilities and other access and functional needs. ☐ Provide support at shelters, including coordination of Disaster Mental Health and Spiritual Services. ☐ Provide personnel to staff and manage shelters. ☐ Work with other City Departments and external partners to facilitate provision of food/meal services, case management, In-Home Support Services, transportation and/or coordination of rides.
Emergency Management Services Division	☐ Activate the EOC. ☐ Coordinate training and exercise for mass care and shelter activities to be inclusive of the needs of individuals with disabilities and other access and functional needs. ☐ Coordinate the update of a centralized shelter database in VEOCI. ☐ Provide limited caches of equipment such as accessible cots, Durable Medical Equipment (DME) and Consumable Medical Supplies (CMS) to support shelter residents with access and function needs. Coordinate with OpArea and external partners as needed.
City Administrator's Office	☐ Use information provided by the ESF to make decisions regarding shelter closure and other timeline and operations decisions. ☐ The Public Information Officer (PIO) will be necessary to share information throughout the shelter activation, if ESF #15 – Public Information is not activated. ☐ PIO to coordinate with American Sign Language (ASL) interpreters for public meetings and/or media release.
Information Technology Department	☐ Coordinate and provide support for equipment needs for information technology and communications systems each shelter. ☐ Establish and provide support for communications between each shelter site and the EOC.

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Human Resources Management Department	☐ Maintain active list of City of Oakland employees for DSW deployment. ☐ Maintain an active and up-to-date DSW Portal (quarterly). ☐ Coordinate and provide translated materials as needed. ☐ Coordinate DSW deployment assignments. ☐ Communicate with bargaining units regarding the deployment DSWs.
Oakland Fire Department	**Fire Prevention Bureau:** ☐ Provide fire safety inspections at shelters as requested. **Medical Services Division:** ☐ Coordinate with ESF #8 – Public Health and the Medical and Health Operational Area Coordinator (MHOAC) on transportation to and from shelters, disaster assistance service centers, hospitals, county medical shelters, and other medical centers for non-urgent medical care. ☐ Coordinate the provision of medical services up to advanced first aid in shelters and ensure trained personnel are available to provide assistance in shelters.
Oakland Police Department	☐ Coordinate security and force protection at shelters as necessary. ☐ Coordinate security and force protection at all mass feeding and supply distribution site as necessary.
Oakland Animal Services Department	☐ Coordinate the evacuation and sheltering of service animals and other domestic animals in accordance with the Animal Care Plan. ☐ To the best availability, establish domestic animal shelters in proximity to general population shelters. In accordance with the Functional Needs Plan, service animals may shelter with the individuals with disabilities or other access and functional needs that they support.
Oakland Unified School District	☐ Review and update the City/OUSD/the American Red Cross Emergency Shelter Facility Use Policies & Procedures annually. ☐ Provide a listing of school sites available for use as shelters. OUSD sites may be used as shelters following a Proclamation of Local Emergency. ☐ Provide a list of schools where children have been sheltered in place and are separated from their parents. ☐ Provide support at school sites that are being used as shelter locations.
Oakland Public Works Department	☐ Coordinate efforts to make shelters located at City owned facilities accessible to those with disabilities or other access and functional needs. ☐ Provide a list of existing public works vendor agreements that could support ESF #6 – Mass Care and Shelter. ☐ Provide support for any donated goods and services in coordination with ESF #17 – Volunteer and Donations Management. ☐ Provide waste management services to all shelters.

	☐ In partnership with other City Departments, support the distribution of bulk relief supplies by providing resources, including equipment and personnel.
ADA Programs	☐ Coordinate implementation of activities as delineated in the Functional Needs Annex to ensure that maximum level of accessibility exists at shelter sites. ☐ Request a Functional Assessment Service Team (FAST) to evaluate the needs of people with access and functional needs to determine how they can be supported in a general population shelter. ☐ Provide expertise and guidance on accessibility in shelters and local, state, and federal disability laws and regulations. ☐ Evaluate shelter sites for accessibility and participate in the coordination of structural improvements to meet accessibility needs. ☐ Provide resources for sign language interpretation through the Auxiliary Aids and Services contracts.
Oakland Public Library	☐ Provide customer service to shelter clients when activated. This may include participating in the Family Assistance Center (FAC) or LAC to help shelter clients connect with support services. ☐ Provide multilingual interpretation services as available. ☐ Provide temporary respite care of minors in shelters as appropriate (story time, etc.).
Department of Housing and Community Development	☐ Provide support for the closure of shelters and the movement of shelter populations from shelters into disaster housing. ☐ Provide a housing resource list to the EOC and shelter manager. ☐ Provide transitional support needs by coordinating with family service providers and county social workers. Priority populations include individuals or households with access or functional needs that need a specific type or location of housing in order to access a facility or a specific service.

F. External Supporting Entities Roles and Responsibilities

The following external entities may provide support, services, situation reports, information, and/or resources to the City of Oakland, based on their expected roles and responsibilities and availability, through coordination with the Alameda County Operational Area.

Supporting Entity	Roles and Responsibilities
Alameda County Social Services Agency	☐ Provide social service oversight for shelters within the Operational Area to fulfill City of Oakland requests. ☐ Provide oversight coordination for food delivery to shelters within the Operational Area to fulfill City of Oakland requests.

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Supporting Entity	Roles and Responsibilities
	☐ Coordinate programs for Childcare, General Assistance, Medi-Cal, Housing Assistance, Food Stamps, Supplemental Security Insurance (SSI), Social Security Disability Insurance (SSDI) and In-Home Support Services (IHSS) within the Operational Area to fulfill City of Oakland requests.
Alameda County Health Care Services Agency	☐ Provide qualified behavioral health counselors to shelters within the Operational Area to fulfill City of Oakland requests. ☐ Provide counseling resources as requested for disaster survivors, families of victims, volunteers, and staff within the Operational Area to fulfill City of Oakland requests.
Alameda County Public Health Department	☐ Provide public health oversight for shelters especially with regard to communicable disease. Monitor and evaluate the health status of the shelter population in order to prevent the spread of communicable disease within the Operational Area to fulfill City of Oakland requests. ☐ Conduct inspections as needed or required to ensure food safety within shelters. ☐ Provide mutually agreed upon medical services in the shelter within the Operational Area to fulfill City of Oakland requests. ☐ Provide public health and sanitation oversight for shelters, including periodic health and sanitary inspections of each opened shelter within the Operational Area to fulfill City of Oakland requests. ☐ Provide public health nursing services to shelter residents within the Operational Area to fulfill City of Oakland requests.
Bay Area Community Services	☐ Provide coordination for support services for existing client base, such as independent living centers, Meals-on-Wheels, etc., within the Operational Area to fulfill City of Oakland requests. ☐ Provide transportation for client base within the Operational Area to fulfill City of Oakland requests.
California Health and Human Services Agency	☐ Provide state support at the shelters within the Operational Area to fulfill City of Oakland requests.
California Department of Public Health	☐ Coordinate with the Emergency Medical Services Authority (EMSA) to provide services for people with medical needs beyond those that can be handled in general population shelters within the Operational Area to fulfill City of Oakland requests. ☐ Support the Alameda County Public Health Department in monitoring the sanitation of shelter sites, the health of shelter residents, and the safety of food, water, drugs, medical devices, and other consumer products in affected areas within the Operational Area to fulfill City of Oakland requests.

Supporting Entity	Roles and Responsibilities
California Governor's Office of Emergency Services • **Office of Access and Functional Needs**	☐ Upon request and based on available resources, send an Agency Representative to the City EOC if the Operational Area EOC is not activated. ☐ Coordinate all mutual aid requests from the Operational Area for the shelter(s) within the City of Oakland. ☐ Process all resource requests from the Operational Area to fulfill City of Oakland requests. ☐ Provide limited caches of equipment such as accessible cots, Durable Medical Equipment (DME) and Consumable Medical Supplies (CMS) to support shelter residents with access and function needs within the Operational Area to fulfill City of Oakland requests. ☐ Provide a combination of government and nongovernment staff to conduct functional assessments as people with needs arrive at general population shelters, so that they can remain at the site. ☐ Through the MHOAC coordinate requests for DME and CMS for shelter residents with functional needs upon request.
California Department of Social Services	☐ Provide coordination, transport, and relocation of care facilities within the Operational Area to fulfill City of Oakland requests. ☐ Provide transportation, if requested and if available, from shelters to hospitals or other nonemergency care facilities within the Operational Area to fulfill City of Oakland requests. ☐ Coordinate the FAST program to provide trained personnel to conduct functional assessments of people with disabilities and others with access and functional needs to determine what resources are needed so that an individual can remain in the general population shelter. ☐ Administer the Emergency Food Assistance Program to eligible households and congregate feeding organizations. ☐ Administer the CalFresh Program (also known as the Disaster Supplemental Nutrition Assistance Program [D-SNAP]) to meet the temporary nutritional needs of victims following a natural disaster.
California National Guard	☐ Assist the Operational Area with the delivery and distribution of resources within the City of Oakland as requested by the City of Oakland through the Operational Area.
Federal Emergency Management Agency	☐ Assist Cal OES in supporting all federal resource requests within the Operational Area to fulfill City of Oakland requests.
Nonprofit/Private Organizations:	☐ Coordinate with City of Oakland and Operational Area to provide assistance in shelters within the City of Oakland as requested. ☐ Provide shelter management support as requested by the City of Oakland. ☐ Provide requested shelter supplies and resources as available, including accessible cots, DME, and CMS.

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Supporting Entity	Roles and Responsibilities
Alameda County Food Bank **The American Red Cross** **Oakland Amateur Radio Emergency Service/Oakland Radio Amateur Civil Emergency Service** **Eden I&R** **Alameda County Voluntary Organizations Active in Disasters** **Regional Centers and Independent Living Resource Centers**	☐ Provide staff for registration, set-up, and general shelter operations. ☐ Assist with shelter feeding operations by providing volunteers and food/meals. ☐ Assist with supply (i.e., clothing, toiletries, etc.) distribution within the shelter(s). ☐ Provide support by providing radio communication as needed. ☐ Assist local and county public health departments in the shelters by distributing vaccines and medical supplies within the Operational Area to fulfill City of Oakland requests. ☐ Coordinate requests for emergency help with community-based organizations available to provide assistance within the Operational Area to fulfill City of Oakland requests. ☐ Coordinate volunteers from community-based organizations to work in shelters and provide resources and other support services within the Operational Area to fulfill City of Oakland requests. ☐ Request appropriately trained volunteers to assist with delivery of first aid at shelters, shelter staffing, and staffing at mass feeding and supply distribution sites. ☐ Provide goods, services, and volunteers as requested or procured and as available to assist with mass care and shelter operations. ☐ Contribute donations for mass care and shelter within the City of Oakland.

IV. Planning Assumptions

The following planning assumptions apply to the execution of ESF #6 – Mass Care and Shelter:

- If there was forewarning of the impending disaster, mass evacuations will likely have been ordered.
- The City will provide sign language interpretation services to shelter residents to the extent that these contract services are available following an incident.
- Much of the transportation and utility infrastructures may be severely impacted. Emergency response personnel will be hindered in their response efforts due to transportation impasses; the lack of electrical power from being damaged or destroyed; or inaccessible local structures and other facilities.
- Water and wastewater facilities may be damaged or destroyed.
- Approximately 10 percent of the affected population will seek public shelter. Approximately 25 percent of this 10 percent will have disabilities or other access and functional needs, as defined by the City of Oakland.
- The City of Oakland coordinates with the American Red Cross to provide shelter operations. In a major disaster, the American Red Cross may not be able to provide supplies and equipment within 72 hours or longer.

- In a catastrophic disaster, it is likely that long-term mass care will be required until rental assistance and temporary housing resources become available.

V. Policies

The following policies, rules, and regulations apply to the execution of ESF #6 – Mass Care and Shelter:

- ESF #6 – Mass Care and Shelter will assist in coordination with impacted departments without regard to race, color, national origin, religion, nationality, sex, age, disability, limited English proficiency, economic status, or sexual orientation.
- Individuals with disabilities and others access and functional needs who require power generation to operate life-sustaining equipment and devices or refrigeration to store necessary prescription medications shall receive priority access to these services.
- Awareness and sensitivity to privacy concerns must be maintained when shelter clients are assessed to determine what, if any, access and functional needs they may have. Shelter workers performing intake or assessments should not make assumptions or violate individual privacy by discussing these needs in appropriate environments, such as in front of other clients. A shelter worker may also simply choose to ask the client if there is anything that can be done to make their stay more comfortable.
- ESF #6 – Mass Care and Shelter coordinates the emergency response of a multitude of departments and organizations. As a result, it is impossible to list all of the policies that regulate the specific operations. Each primary and support department or organization in this ESF is responsible for developing policies specific to their respective emergency operations.
- Primary and supporting departments and external entities will strive to provide sufficient personnel to staff the ESF #6 – Mass Care and Shelter 24 hours per day, as necessary for the level of activation. The staff will be qualified persons able to facilitate decisions for the entity they represent.
- Individuals staffing the EOC on behalf of ESF #6 – Mass Care and Shelter should have extensive knowledge of the resources and capabilities of their respective entities and have access to the appropriate authority for committing resources.

VI. References

The following agreements, procedure, plans, and guidelines apply to the execution of ESF #6 – Mass Care and Shelter, in addition to references listed in the EOP:

- City of Oakland Functional Needs Annex
- Memorandum of Understanding with Oakland Unified School District
- City/OUSD/Red Cross Emergency Shelter Facility Use - Policies & Procedures
- City of Oakland Animal Care Annex
- City of Oakland Parks and Recreation Disaster Operations Manual
- Department of Human Services Manual
- Health and Safety Code Section 34070 –34072

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- California Health and Safety Code Sections 101025, 101030, 101040 and 101080
- California Code of Regulations, Title 22
- Department of Human Services, Emergency Procedures Manual
- California Foundation for Independent Living Centers, et al. v. City of Oakland, Case No. C07-04608 EDL
- Accessibility to Emergency Information and Services (CA Gov. Code §8593.3)
- FEMA Guidance on Planning for Integration of Functional Needs in General Population Shelters, 2010
- National Mass Care Strategy

I. Primary and Supporting Departments and External Entities

The following City of Oakland (City) departments have been identified as primary and supporting departments that will be responsible for carrying out the functions of Emergency Support Function (ESF) #7 – Resources. The primary departments have significant authorities, roles, and resources to accomplish the scope of the ESF and have ongoing coordinating responsibilities throughout the preparedness, response, and recovery phases of incident management. Supporting departments are those entities with specific capabilities or resources that support primary departments in executing the mission of the ESF. Other departments may be called upon to support the ESF as necessary.

Refer to the Emergency Management Services Division (EMSD) 24-Hour Emergency Contact List for specific names and points of contact for each agency and supporting entity below.

Role	Name of Department	Department Contact
Primary City Office	City Administrator's Office • Contracts and Compliance Division	510-238-3301 510-238-3970
Supporting City Departments	Emergency Management Services Division	510-238-3938
	Finance Department	510-238-3280
	Oakland Public Works Department (OPW)	510-238-3961
	Oakland Department of Transportation (OakDOT)	510-238-2967
	Oakland Public Library	510-238-3134
	Port of Oakland	510-627-1100
	Oakland Police Department (OPD)	510-777-3333
	Planning and Building Department	510-238-3941
	Oakland Fire Department (OFD)	510-238-3856
	Oakland Unified School District (OUSD)	510-879-8200

The following *external* entities have been identified as supporting agencies that the City will coordinate with through the Operational Area:

Supporting Entities	Name of Agency	Contact
County	Alameda County Sheriff's Office – Office of Emergency Services (OES)	925-803-7800
	Alameda County Recycling Board	510-614-1699

Supporting Entities	Name of Agency	Contact
Regional	California Governor's Office of Emergency Services (Cal OES) Coastal Region	Via the Operational Area
State	California Governor's Office of Emergency Services	State Warning Center 916-845-8911 (24/7)
Nonprofit/Private Organizations	Salvation Army	562-436-7000
	Alameda County Voluntary Organizations Active in Disasters (AlCoVOAD)	Bruce Baird, Chair BDBAIRD@comcast.net 703-778-5088
	Peralta Community College District (Laney and Merritt Colleges)	Police Services 510-466-7236
	Mills College	510-430-5555
	Private Sector/Retail/Fuel Providers/Warehouse Providers	Refer to the Commodity Points of Distribution (PODs) Guide, Appendix A

II. Purpose

ESF #7 – Resources provides guidance to the City of Oakland for coordinating resources needed to support planned events and emergency response and recovery operations. ESF #7 – Resources expands on the concepts described in the City's Emergency Operations Plan (EOP) by providing additional, specific information regarding the management structure, processes, and guidelines for identifying, requesting, procuring, ordering, mobilizing, tracking, and demobilizing resources. ESF #7 – Resources also describes coordination of logistical support for response operations and coordination of incoming resources during a catastrophic incident.

A. How to Use this ESF

- Review the entire document and identify the roles and responsibilities for your agency and department.
- Prior to an incident, identify necessary capabilities (staff, plans, procedures, training, equipment) that your agency or department will need to be able to implement the assigned roles and responsibilities. Based on the identified capabilities, implement preparedness actions (planning, organizing, equipping, training, evaluation, and improvement).
- If specific roles and responsibilities for your agency or department are not identified in this document, review the document to understand how your agency, ESF, or Emergency Operations Center (EOC) position, will interact with ESF #7 – Resources to request resources or provide support for logistical operations coordinated by ESF #7 – Resources.
- Immediately after being notified of an incident, refer to this document as a reminder of roles and responsibilities. Follow established supporting plans and procedures. Remain flexible as each incident is unique and may require you to modify your approach.

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B. Scope

ESF #7 – Resources outlines the organization, processes, and guidelines for organizing emergency logistics and procurement. Other components of the EOC Logistics Section are described in the EOP, ESF #2 – Communications, and ESF #17 – Volunteer and Donations Management. Acquisition and coordination of City facilities and personnel are managed by the Facilities Unit and Personnel Unit, respectively:

The scope of ESF #7 – Resources includes three functional areas:

- Resource management
- Ground support
- Movement control

Resource Management

Resource management includes procurement (requesting, ordering, and purchasing), tracking of, and accounting for the status of resources. A "resource" is defined as "personnel, teams, equipment, facilities, and/or supplies needed to achieve an identified task". A resource may be classified as a tactical resource (e.g., equipped teams and personnel) or support resource (e.g., supplies, facilities, etc.).

ESF #7 – Resources specifically addresses resource management with respect to resources that are outside of the standard practices of discipline-specific mutual aid agreements. Discipline-specific mutual aid agreements maintain their own processes for requesting, ordering, and tracking resources. In addition, resource management of volunteers is addressed separately under ESF #17 – Volunteer and Donations Management.

Ground Support

Ground support includes support for response operations in the form of supplies; fuel and energy resources; transportation of personnel, supplies, food, and equipment; and the service, maintenance, and repair of vehicles and other equipment.

ESF #7 – Resources addresses the coordination of ground support requested by any ESF or agency. Ground support for the incident(s) may include:

- Support for Fire, EMS, Law Enforcement, and Public Works operations, including provision of logistics staging areas and warehouses (for support resources) and operations staging areas (for tactical resources).
- Bases, camps, and other facilities at which to provide feeding and rest/sleeping accommodations for responders.
- Provision of fuel, electricity, food, and potable water for responders and critical facilities which support response (e.g., hospitals, shelters, etc.), as well as equipment and repair services to support the response and demobilization.

Movement Control

Movement control involves tracking of resources en route to the City and assignment and release of resources to and from staging areas, warehouses, or other logistics sites. In these respects, movement control involves resource management. However, movement control also involves coordination with security and transportation services to enable the movement of resources.

ESF #7 specifically addresses movement control with respect to *support* resources.

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III. Concept of Operations

This section describes the ESF #7 – Resources Concept of Operations, which includes *resource management* (including requesting resources and procurement), *ground support* (including logistics management sites), and *movement control*. This section also describes the coordination of security for logistics management sites and resources en route. **Figure 1** provides a visual of the flow of tasks as the following narrative describes.

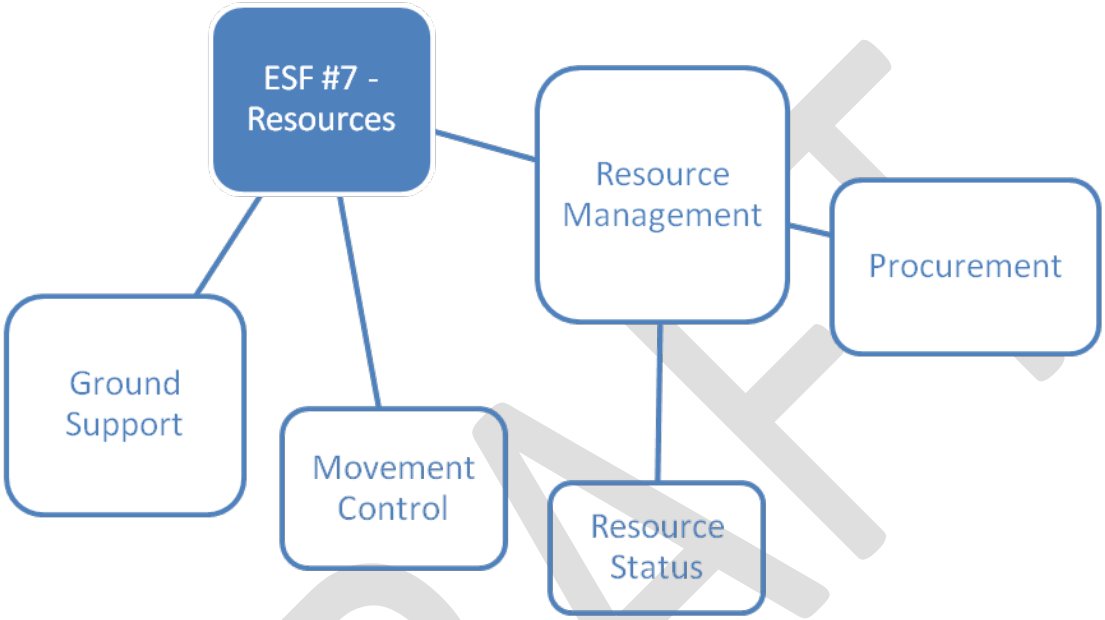

Figure 1: ESF #7 – Resources conceptual model

A. Resource Management

This section describes resource management, including resource procurement (requesting, ordering, and purchasing), resource tracking, and accounting for the status of resources.

Support resources will be acquired through normal supply and equipment procedures until the severity of the disaster requires that additional supplies and equipment be procured from outside the City, either through purchasing or contracts, or by submitting resource requests to the Operational Area.

When the EOC is activated, it will provide single-point resource ordering during the incident to minimize duplication of effort and avoid duplication of resource requests.

Because life safety takes priority during response, ESF #7 – Resources will prioritize resources needed for life safety first. The EOC Director is responsible for determining whether any prioritization and distribution issues need to be elevated to the Policy Group.

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Procurement

Resource Requests

In accordance with the Standardized Emergency Management System (SEMS), the EOC Logistics Section obtains those resources available in the jurisdiction that are not available within the internal resources of the various City of Oakland departments. If a resource is not available within the City and is government-owned (and therefore subject to the California Disaster and Civil Defense Master Mutual Aid Agreement), then the appropriate EOC Operations Section Branch Director forwards that request to their discipline's Operational Area Mutual Aid Coordinator. Requests for non-mutual aid resources can be made directly from the EOC Logistics Section to the Operational Area EOC Logistics Section, as shown in **Figure 2.** If the resource is not available from the Operational Area, resource requests will be forwarded in accordance with SEMS until they reach a level at which the request can be fulfilled. For more information on SEMS, refer to **Section 3** of the EOP.

All resource requests submitted to the Operational Area will be documented in the City, Operational Area, and state's current web-based information management system.

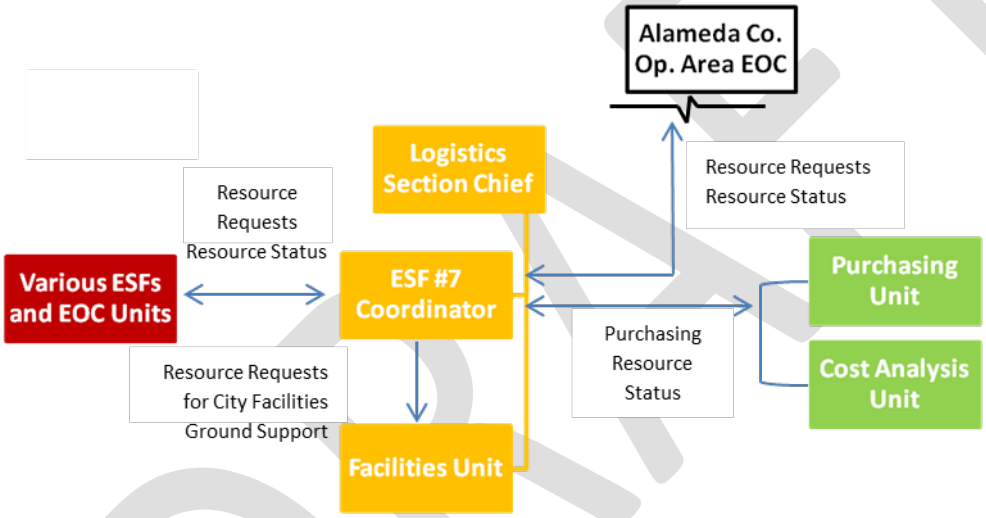

Figure 2: ESF #7 – Resources coordination

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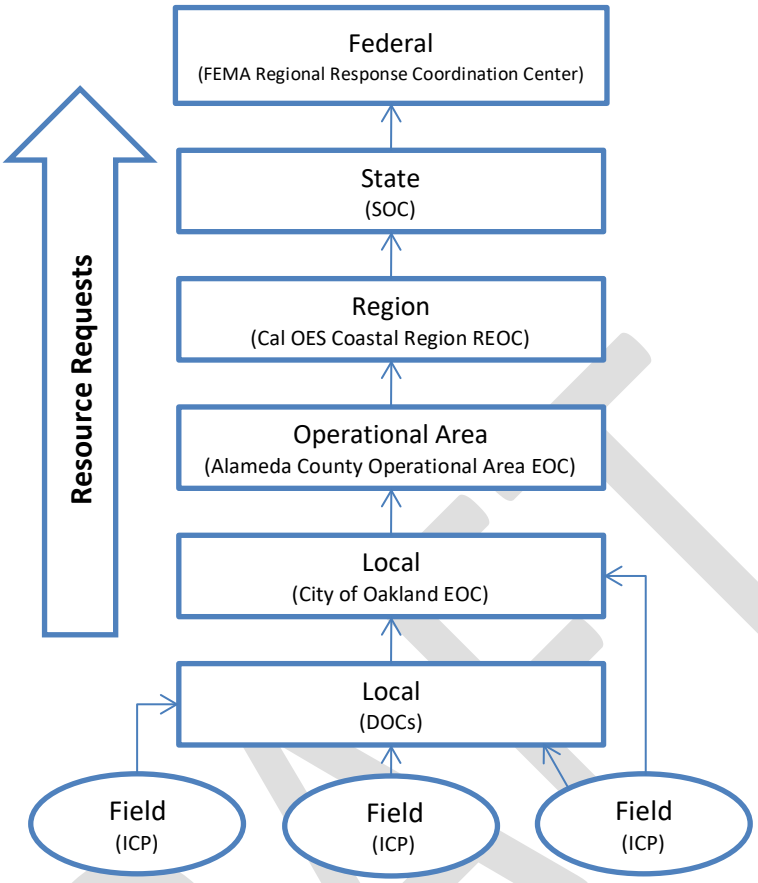

Figure 3: Resource request flow in accordance with SEMS

As shown in **Figure 3**, the Incident Command Post (ICPs) will request resources from dispatch centers or Department Operations Centers (DOCs), if activated. Requests from ICPs may be made via the agency dispatch center to the DOC, or may be placed directly to the DOC. If the DOC is not activated, requests may be placed to the EOC, in accordance with agency protocols. Departments that require additional resources but do not have representation through an ICP, DOC, or dispatch center, should submit resource requests directly to the EOC. All requests to the EOC should be submitted through the appropriate ESF, if activated; otherwise, the request should be submitted through the appropriate Branch of the EOC Operations Section. For incidents in which neither the DOC nor the EOC are activated, the dispatch center may request resources at the direction of the Incident Commander based on established mutual aid agreements, contracts, or as otherwise authorized to do so by the agency. Activation of the appropriate DOC(s) and/or the EOC to manage the coordination of resource requests is preferable where large, extensive, or complex resource requesting is required.

If a DOC is unable to fill agency resource requests through agency or other City resources, the DOC (or dispatch center, depending on agency procedures) may call the agency's established contract vendor(s) (or other vendor(s) absent established contracts) to acquire resources. If a vendor cannot be found to provide the needed resource, the request must be submitted to ESF #7 – Resources. In the event that the EOC has not been activated, DOCs may request resources from another DOC, department, or citywide contract. If these methods cannot meet the request, the request should be made through established mutual aid agreements.

Purchasing

To meet resource needs, the City may procure resources through purchase orders or contracts. ESF #7 – Resources manages purchasing in coordination with the EOC Finance and Administration Section (specifically, the Purchasing and Cost Analysis Units, if activated).

All purchasing must be done in compliance with the City of Oakland Municipal Code – Bidding, Contracting, and Purchasing Rules (refer to the **ESF#7 – Resources Appendix A: Oakland Municipal Code – Bidding, Contracting, and Purchasing Rules**).

ESF #7 – Resources plays an essential role in cost recovery. ESF #7 – Resources must work closely with the EOC Finance and Administration Section so that it can document all costs and expenses for personnel, supplies, and equipment for reimbursement purposes. Documentation is required for state and federal disaster recovery programs, or may be required for supplemental funding from other sources.

Resource Tracking

When a resource has been allocated to the City, it is tracked by ESF #7 – Resources, from its point of origin to its point of use or distribution. Resource tracking is maintained using WebEOC and the state's current web-based information management system (such as CalEOC); status boards on the walls of the EOC may be erected to enhance resource tracking. A resource may have several different statuses, as follows:

- In service (available and en route; for operational resources)
- En route (for administrative and logistical resources, including supplies)
- Responding (used for operational resources)
- Staging (received by a Logistics Staging Area [LSA], warehouse, or other staging location)
- Arrived (at destination)
- Assigned (assigned to an incident)
- Available
- In repair

The EOC is responsible for obtaining situational awareness, to the extent possible, on incoming resources en route to the City. Resources mission requested to support an incident will be assigned to the incident. However, some resources, including federal "push-packages" of critical commodities, may be en route to the affected area prior to formal requests for specific quantities of resources. The EOC may need to coordinate with the Operational Area to obtain situational awareness on the status of incoming resources.

B. Ground Support

ESF #7 – Resources is responsible for coordinating ground support for response operations, based on requests received from other ESFs. Each agency is responsible for identifying its own needs for ground support, including electrical power, fuel, food rations, and potable water. This information must be submitted to the EOC through the appropriate ESF. ESF #7 – Resources will coordinate with each ESF to acquire the necessary resources.

Various logistics management sites, debris management sites, and other sites, may be established to provide ground support for response operations. During a catastrophic incident, or any other incident requiring extensive, wide-spread ground support operations, ESF #7 – Resources will be responsible for coordinating

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with the EOC Planning and Intelligence Section and other ESFs to prioritize the use of limited space within the City of Oakland. **Appendix A** of the **Commodity PODs Guide** provides a list of potential POD and LSA sites, but is not inclusive of all sites that may be required to provide needed ground support.

As a primary agency for ESF #7 – Resources, the City Administrator's Office will be required to coordinate ground support with supporting departments with appropriate capabilities and resources, such as OPW and OakDOT. The ESF #7 Coordinator will work with OPW to accomplish this under the direction of the EOC Logistics Chief. If the EOC Facilities Unit is activated, ESF #7 – Resources may coordinate with the EOC Facilities Unit to coordinate ground support. This will require the Facilities Unit's duties to expand beyond coordination of city-owned facilities, to include logistics or debris management sites, which will not necessarily be located on City property.

Logistics Management Sites

This section describes logistics management sites that may be utilized in the field to provide ground support for response operations. Logistics management sites include operations and logistics staging areas, warehouses, PODs, bases, and camps.

In addition to providing ground support for the response, operations and logistics staging areas and warehouses also function as mechanisms to enhance resource management (by tracking the status and maintaining accountability of incoming resources) and movement control (by providing intermediate destinations at which to stage resources until the next or final destination is prepared to receive them).

ESF #7 – Resources will coordinate support for logistics sites, including the assignment of land and facilities for use as logistics management sites. This includes prioritizing the use of a given site when there are potentially competing demands from various disciplines or functions. ESF #7 – Resources will coordinate with the EOC Facilities Unit regarding the use of City-owned property.

Operations Staging Areas

Operations staging areas, or staging areas, are temporary facilities (usually outdoor areas on paved or firm ground such as parking lots) at which incoming mutual aid resources are staged until given specific, tactical assignments. Operations staging areas may be discipline specific (e.g., firefighting, law enforcement, utilities, mass care and shelter) or multi-discipline. Ordinarily, operations staging areas are coordinated at the incident level; however, during a Level II or III emergency[1], operational staging areas may require coordination with the EOC given the potential for competing demands for potential sites. Refer to Section 3.4 of the EOP for definitions of Level II and III emergency.

Logistics Staging Areas

LSAs are temporary, typically outdoor, facilities at which incoming shipments of life-sustaining commodities and other support resources are staged prior to being shipped to the end user or other intermediate staging

[1] As described in Section 3.4 of the EOP.

areas. During a Level III emergency, logistical staging areas may be necessary to manage massive movement of commodity shipments into affected areas. LSAs are classified as Federal or Local.

A Federal LSA is located in the vicinity of the affected area of a federally declared disaster. A Federal LSA is a location at which commodities, equipment, and personnel provided by the Federal Emergency Management Agency (FEMA) and its federal partners are received and pre-positioned for deployment upon state request. A Federal LSA is under the control of the FEMA Regional Response Coordination Center (RRCC) or, once established, the Operations Section of a Joint Field Office (JFO).

Local LSAs are temporary facilities, usually within the affected area, at which shipments of life-sustaining commodities and other support resources are received and pre-positioned for deployment upon local request or by the field. Commodities and resources are supplied from Federal LSAs. Upon arrival at a Local LSA, commodities and are under the control of the Cal OES Region, Operational Area, or Local Government depending upon the controlling SEMS level. In accordance with the hub and spoke model provided in the **Commodity PODs Guide** and as diagramed in **Figure 4**, a Local LSA may be established to serve multiple Operational Areas in order to facilitate distribution to multiple local governments. Cal OES may task state agencies to provide support in managing and operating some LSAs; however, the City of Oakland should be prepared to operate LSAs as needed.

The City of Oakland may wish to establish LSAs as an intermediate location to stage shipments prior to their distribution to commodity PODs, or as locations from which to support alternative methods of distribution, such as direct delivery and mobile distribution. For more information on commodity PODs and alternative methods of distribution, see the **Commodity PODs Guide**.

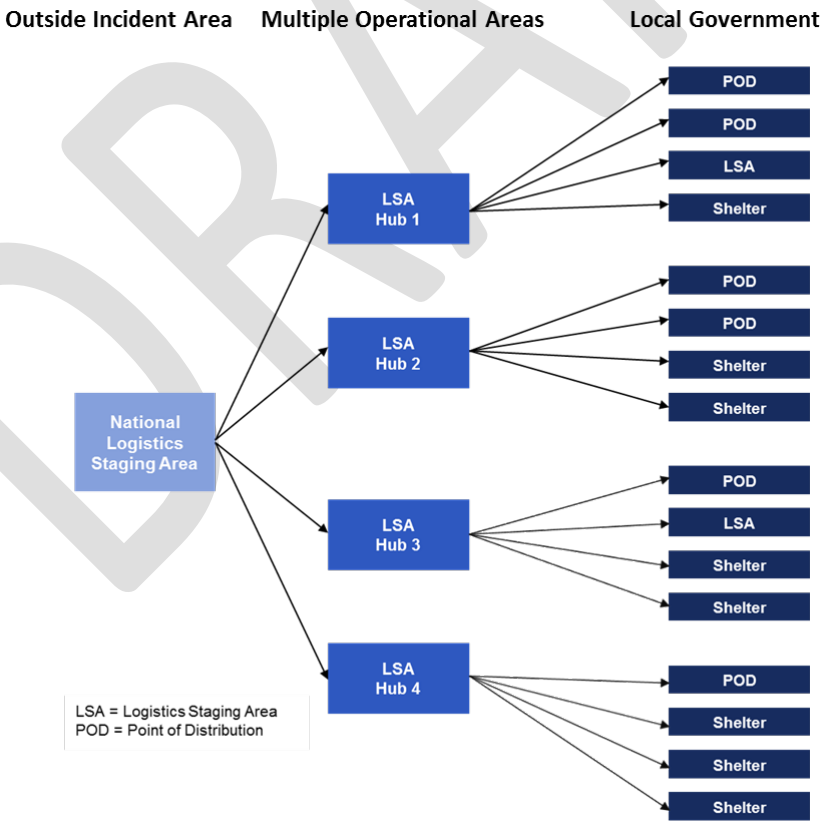

Figure 3: Example hub-and-spoke network

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Potential sites for establishing an LSA should have the following characteristics:

- Near an operable major highway or road
- Located in a fenced or otherwise secure area
- Separate ingress/egress routes for shipments
- Area with paved or compressed rock, sufficient for parking vehicles containing commodities that are not unloaded (i.e., refrigerated trailers or staging vehicles that are used to transport resources)

The following characteristics are desirable:

- Ready access to multiple operable modes of transportation
- Covered area for inside warehousing of commodities
- Loading dock or portable ramp capability

Maps and lists of potential LSA sites within Oakland are provided in **Appendix A** of the **Commodity PODs Guide**.

Warehouses

Warehouses may be required to stage commodities or to break down shipments prior to distribution during inclement weather. The City does not have vacant warehouses immediately available for emergency logistics. However, warehouse facilities may be available through:

- Port of Oakland (e.g., aviation hangers of private airline carriers at Oakland International Airport)
- Former redevelopment sites or private property owners (e.g., former Oakland Army Base)
- Requests submitted to the Operational Area

Appendix A of the **Commodity PODs Guide** contains contact information for potential warehouse sites.

Commodity PODs

Commodity PODs are locations where life-sustaining commodities and other necessities are distributed directly to the public. Commodity distribution at PODs is a function of the Operations Section; however, identifying POD sites and equipping PODs is a function of the Logistics Section.

ESF #7 – Resources will coordinate ground support for commodity POD operations, including the identification of commodity POD sites and equipping commodity PODs. Commodity PODs are managed under the direction of the Oakland Public Library, and will be coordinated with ESF #6 – Mass Care and Shelter. However, at the request of ESF #6, ESF #7 is responsible for coordinating the provision of bottled water, shelf-stable meals, and other commodities to PODs in accordance

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with the resource management procedures described above, and the movement control procedures described below.

Specific guidance on planning for, locating, activating, and operating commodity PODs (including staffing, equipment, and commodity requirements) is provided in the **Commodity PODs Guide** as well as suggested locations for commodity POD sites.

C. Movement Control

During a catastrophic incident, federal, state, and regional plans call for the use of a hub-and-spoke model (as diagramed in **Figure 3**) to move and distribute mass shipments of commodities to Operational Areas and Local Government.

ESF #7 – Resources is responsible for monitoring the state's current web-based information management system and coordinating with the Operational Area in order to:

- Obtain situation status on what support resources are en route
- Obtain situation status on the estimated time of arrival of support resources
- Facilitate egress and security for incoming resources to their destinations in coordination with ESFs #1 – Transportation, ESF #3 – Public Works and Engineering, and ESF #13 – Law Enforcement

Depending on the specific impact of the incident, commodities shipments received from LSAs that are outside of the control of the City may be:

- Delivered to LSAs or warehouses under the control of the City
- Delivered directly to shelters, medical treatment sites (which, in some cases, may be under control of the county), and other locations within the City
- Delivered directly to commodity PODs under control of the City

D. Security

Security may be required to support logistics management sites, and to provide escorts for shipments of support resources. ESF #7 – Resources will coordinate with ESF #13 – Law Enforcement to provide security details.

E. Energy Supply and Requirements

Energy supplies, which includes electricity, natural gas, fuel for vehicles, are essential commodities for the City of Oakland, its businesses and residents. Energy and restoration of lifeline utilities (including water and wastewater) is coordinated through ESF #12 – Utilities. However, prior to the restoration of lifeline utilities, continuity of lifelines may be maintained by procuring and arranging for the delivery and distribution of lifeline commodities (e.g., bottled water, portable generators, and fuel).

Provision of these lifeline commodities to responders, absent functioning utilities systems, is a Logistics Section function – specifically ground support – and will be coordinated through ESF #7 – Resources. In addition to providing lifeline commodities as ground support for response operations, the City may be required to provide one or more of these commodities to the public.

DRAFT

The provision of water to support firefighting operations in the absence of a functioning water supply is managed by the Oakland Fire Department and is coordinated through ESF #4 – Firefighting and supported by ESF #12 – Utilities.

The City of Oakland has over 300 public buildings, including 30+ critical facilities necessary to perform civic functions. Amongst the critical facilities are City Hall, fire stations, maintenance facilities, and various locations that house departments whose function is essential in the operations of the City. Energy requirements of these City assets are shown in **Figure 4** below.

Facility Type	Usage (year 2011)		
	Electricity (kWh)	***Natural Gas (Therms)***	***Emissions (MTCO2)***
City Hall	1,601,314	33,397	577
Fire Stations (including EOC)	1,869,600	63,906	806
Police Administration	4,079,734	66,182	1,371
Eastmont Substation	1,294,800	0	324
Maintenance Facilities	27,804,799	105,395	7,509
150 FOP	2,607,874	22,042	769
250 FOP	3,298,502	12,374	891
Other Key Assets	302,160	32,636	249
TOTAL KEY ASSETS ENERGY REQUIREMENTS	**42,858,783**	**335,932**	**12,496**

Figure 4: Energy requirements of select critical City of Oakland facilities

For information on energy and fuel usage to support response operations, see the **Energy Assurance Plan**.

F. Organization

ESF #7 – Resources organizes under the Resource Management Unit within the EOC Logistics Section. It is activated at the discretion of the EOC Logistics Section Chief.

The ESF #7 organization consists of the ESF #7 Coordinator, who may enlist additional staff support, as required, to fulfill the functions of ESF #7. However, due to staff availability and space limitations, ESF #7 is typically staffed by the ESF #7 Coordinator only. The ESF #7 Coordinator serves as the lead for ESF #7 and is staffed by the primary department, the City Administrator's Office. The ESF #7 Coordinator works at the direction of the EOC Logistics Section Chief, staffed by OPW.

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The ESF #7 Coordinator is responsible for coordinating the following functions:

- Resource management
  - Resource identification and inventory
  - Resource procurement
  - Resource coordination and mobilization
  - Resource tracking
  - Personnel augmentation (Human Resource Management Department specific objective)
  - Demobilization
  - Reimbursement
- Movement control
- Ground support

Figure 5 shows the organization structure and the flow of information for ESF #7 – Resources.

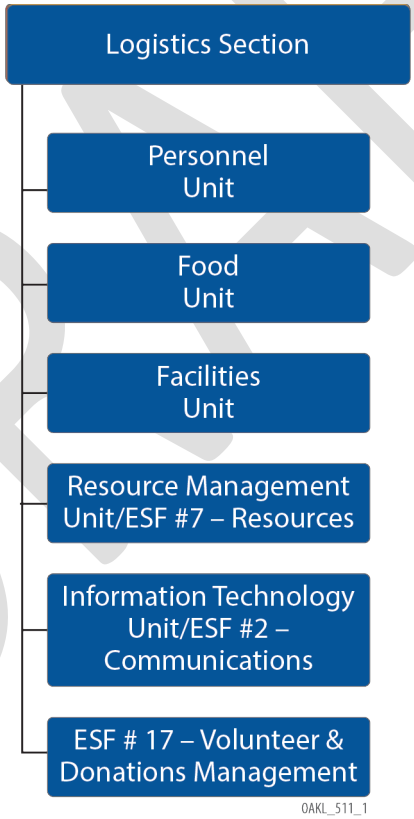

Figure 5: ESF #7 – Resources organization structure and information flow

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G. Notification and Activation

ESF #7 – Resources can be activated partially or in whole by the City Administrator's Office in communication with the Emergency Manager. In the event requiring citywide coordination of resources, the EOC Director or the Emergency Manager will activate the EOC. Notification will then be issued to each department that serves as the primary lead for Operations, Planning, Logistics, and Finance and Administration Sections. If necessary, the EOC Director, the Emergency Manager, or the Logistics Section Chief will notify and activate ESF #7 – Resources.

Notification will occur through concurrent lines of communication, using multiple channels, including the emergency notification system AC Alert and direct phone calls to department representatives.

ESF #7 – Resources is always in effect with response phases activated as determined by any incident requiring an elevated need for public works and engineering coordination. The level of activation will be determined according to the needs and magnitude of the disaster.

IV. City Department Specific Roles and Responsibilities

The following table outlines the roles and responsibilities of City departments that have a role in the coordination and execution of ESF #7 – Resources responsibilities.

All departments are expected to develop supporting plans and procedures to help them meet the roles and responsibilities outlined below.

Department	Roles and Responsibilities
City Administrator's Office	☐ Coordinate the preparedness, response, and recovery activities of ESF #7 – Resources. ☐ Activate ESF #7 – Resources upon request from the Logistics Section Chief. ☐ Notify appropriate ESF #7 – Resources personnel and supporting departments to report, as required. ☐ Coordinate with the appropriate EOC section (Planning and Intelligence and/or Finance and Administration) to ensure proper resource documentation for state and federal reimbursement. ☐ Receive, review, and coordinate resource requests and orders in the EOC. ☐ Under the direction of the Deputy Logistics Section Chief, and in coordination with other ESFs, initiate requests for non-discipline specific and supplemental resources when requested. ☐ Fill resource requests and orders by coordinating with the EOC Operations Section, DOCs, and/or other departments. This includes the coordination, acquisition, and allocation of scarce or potentially scarce resources. ☐ Coordinate the acquisition of resources that are not available within the City of Oakland. This includes the coordination of mutual aid requests with the Operational Area for supplemental resources.

DRAFT

Department	Roles and Responsibilities
	☐ Work with supporting departments to Identify vendors and develop resource ordering strategies and pre-positioned contracts for anticipated resources. ☐ Coordinate with the Planning and Intelligence Section, Logistics Section Facilities Unit, other ESFs, and departments to identify locations for, establish, and equip logistics management sites.
Emergency Management Services Division	☐ Activate the EOC. ☐ Provide coordination and support to other departments or external agencies as necessary. ☐ If Alameda County Operational Area EOC has been activated, provide coordination between City and Alameda County Operational Area EOCs. ☐ Determine commodity and fuel requirements to support sustained EOC operations.
Oakland Public Works Department	☐ Determine aggregate commodity and fuel requirements for City departments and coordinate the acquisition and provision of commodities and fuel for the City's overall response, as required. ☐ Identify and secure vendors for anticipated resources.
Finance Department	☐ Activate the Disaster Accounting System. ☐ Provide financial support, response, and recovery for the disaster or emergency. ☐ As part of the Purchasing Unit, coordinate with ESF #7 – Resources to identify sources of equipment, prepare and sign equipment rental agreements, and process all administrative paperwork associated with equipment rental and supply contracts, including incoming and outgoing mutual aid resources. The Purchasing Unit is also responsible for ensuring that all records identify scope of work and site-specific work location. ☐ Coordinate with ESF #7 – Resources to identify sources for equipment, expendable materials and resources. ☐ Manage all equipment rental agreements. ☐ Initiate vendor contracts associated with EOC activities within purchase authority limits established by City Council or EOC Director. ☐ Process all administrative paperwork associated with equipment rental and supply contracts.
Oakland Department of Transportation	☐ Coordinate with OPW on the transportation of personnel, supplies, food, and equipment as needed.

DRAFT

Department	Roles and Responsibilities
Oakland Public Library	☐ Coordinate with ESF #5 – Management, ESF #6 – Mass Care and Shelter, and the EOC Planning Section to determine the commodity needs of the impacted population. ☐ Determine commodity, equipment, and personnel (including security) resource requirements to activate commodity PODs in support of impacted populations. ☐ Activate, coordinate, and staff commodity PODs. ☐ Demobilize commodity PODs when it is determined they are no longer needed to support the impacted population (e.g., when the normal supply chain is restored).
Port of Oakland	☐ Provide, or obtains permission from Port tenants to provide, use of properties for potential logistics support sites. ☐ Coordinate with security services at Oakland International Airport and the intermodal Seaport (e.g., contracted security provided by Alameda County Sheriff's Office and private security services, TSA, etc.). These services may be used to provide limited security at logistics sites that are established on Port property. ☐ Provide, or coordinate with Port tenants to provide, equipment for logistics support sites (e.g., forklifts). The Port's capacity to provide equipment during a catastrophic emergency is limited, given that the Port must prioritize restoration of the Seaport to support the response on a regional scale.
Oakland Police Department	☐ Provide traffic control within the City of Oakland, including around logistics sites such as staging areas and commodity POD sites. ☐ Determine first responder staging area and base camp requirements for law enforcement mutual aid personnel and secure the sites with EOC Logistics. ☐ Coordinate City of Oakland law enforcement personnel and project available resources to fill the law enforcement and security needs for response functions, including ESF #7 – Resources. Request additional resources through the Regional Law Enforcement Mutual Aid Coordinator (Alameda County Sheriff) and/or coordinate with EOC Logistics to procure contracted security resources if necessary. ☐ Determine commodity and fuel requirements to support sustained law enforcement operations and communicate requirements to EOC Logistics.
Planning and Building Department	☐ Coordinate with, or provide contact information for, property owners in order to obtain permission to use private properties for emergency logistics purposes, including establishment of logistics sites (e.g., commodity PODs, staging areas, base camps, etc.).

DRAFT

Department	Roles and Responsibilities
Oakland Fire Department	☐ Determine requirements for first responder staging areas and base camp requirements for fire and rescue mutual aid personnel, and assist the Alameda County Department of Public Health in determining requirements for staging areas and base camps for emergency medical services personnel. ☐ Determine commodity and fuel requirements to support sustained operations.
Oakland Unified School District	☐ As available and appropriate, provide staff and equipment to support commodity distribution at commodity PODs. OUSD's capacity to provide staff during a catastrophic emergency may be limited, given that the OUSD will prioritize the establishment of emergency shelters at its facilities. ☐ As available and appropriate, provide physical space to support some logistics sites (e.g., commodity PODs); however, private grocery and retail store parking lots, and Community College properties should be utilized first, if possible.
Peralta Community College District / Mills College	☐ As available and appropriate, provide facilities or physical space for logistics sites (e.g., commodity PODs, Base Camps, etc.).

V. Planning Assumptions

The following planning assumptions apply to the execution of ESF #7 – Resources:

- Logistical support to save lives will receive the first priority.
- All agreements and understandings entered into, including the purchase, lease, or other use of equipment and services, will be in accordance with applicable laws, policies, and procedures.
- Resource availability will be highly situational and dependent upon the event, resource accessibility, operational status of transportation infrastructure and systems, and availability of vendors and suppliers.
- Fire and law enforcement mutual aid will be requested through the Alameda County Operational Area independently of ESF #7, and in accordance with the California Disaster and Civil Defense Master Mutual Aid Agreement and applicable mutual aid plans.
- County medical resources will be requested independently through the Alameda County by ESF #8 – Public Health and Medical.
- The American Red Cross Bay Area Chapter independently requests resources from the national level of the American Red Cross.
- Government-affiliated volunteer mutual aid will be managed by ESF #17 – Volunteer and Donations Management.

DRAFT

- All other available and accessible resources from neighboring jurisdictions, Alameda County, other local governments, state and federal government, the private sector, and non-government-affiliated volunteer organizations will be accessed through ESF #7.
- Resources will be requested following SEMS. Some resources may not be available in the affected area due to transportation network damages and scarcity of supplies.
- Specialized equipment and resources may be required to respond to and recover from disasters. Expeditious identification, procurement, and allocation of resources are vital to ensure effective response operations.
- Resources will be directed to fulfill unmet needs as identified by an Incident Commander.
- Delivering large volumes of resources, in response to high demands, may be facilitated by a Local Emergency proclamation, which would facilitate emergency purchasing. The proclamation of a local emergency must be made by the City Administrator with subsequent City Council approval, or the City Council, in accordance with the Emergency Services Act.
- Disaster expenses shall be the responsibility of the requesting department, but may be submitted for reimbursement pending a governor's proclamation of a state of emergency and, if applicable, a presidential disaster declaration. Typically, state resources provided in response to a governor's state of emergency proclamation, or federal resources provided under a presidential declaration of emergency or major disaster, do not require reimbursement. ESF #7 – Resources will assist in coordination with impacted departments without regard to race, color, national origin, religion, nationality, sex, age, disability, limited English proficiency, economic status, or sexual orientation.
- All offices and departments will follow established procedures for procurement, distribution, and management of resources. All departments should maintain vendor and supply lists of the most critical supplies, equipment, and services that enable them to operate under disaster conditions.
- Individual departments will maintain current departmental inventory of critical resources with respect to their own operations. Those departments/external agencies will also flag any resources that may require expedited procurement and/or some formal arrangements with vendors (i.e., memoranda of agreement/understanding) for the Finance and Administration Section Purchasing Unit, in case the Purchasing Unit needs to assist in expedited critical purchasing.
- All departments are responsible for:
    - Managing the inventory, storage, maintenance, and replacement of their equipment and supplies
    - Staying informed of city financial and purchasing policies and procedures
    - Maintaining and tracking receipts of purchases related to disasters separately from normal business transactions
    - Tracking personnel hours related to disaster response
- The determination of whether to use public or private sector resource providers is based on critical need and availability and delivery times for the particular resource. When all resources (public and private) are depleted, ESF #7 will request support from the Alameda County Operational Area.

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VI. Policies

The following policies, rules, and regulations apply to the execution of ESF #7 – Resources:

- ESF #7 – Resources coordinates the emergency response of a multitude of departments and organizations. As a result, it is impossible to list all of the policies that regulate the specific operations. Each primary and support department in this ESF is responsible for developing department policies specific to their respective emergency operations.
- ESF #7 – Resources will assist in coordination with impacted departments without regard to race, color, national origin, religion, nationality, sex, age, disability, limited English proficiency, economic status, or sexual orientation.
- Primary and support departments will provide sufficient personnel to staff the ESF #7 – Resources 24 hours per day, as necessary for the level of activation. The staff will be qualified persons able to facilitate decisions for the department they represent.
- Individuals staffing the EOC on behalf of ESF #7 – Resources departments and organizations should have extensive knowledge of the resources and capabilities of their respective departments, and have access to the appropriate authority for committing department resources.

VII. References

The following agreements, procedure, plans, and guidelines apply to the execution of ESF #7 – Resources, in addition to references listed in the EOP:

- City of Oakland Emergency Operations Plan
- Administrative Instructions 1052 (AI 1052) – City Administrator Acceptance and Appropriation of Restricted Grant Funds, Gifts and Donations of $50,000 or Less
- Bay Area Regional Emergency Coordination Plan, Regional Catastrophic Earthquake Logistics Plan Annex
- City of Oakland Code of Ordinances, Title 2-Administration and Personnel, Chapter 2.04-Purchasing System, Article 1-Bidding, Contracting and Purchasing (see Appendix A)
- City of Oakland Commodity PODs Guide

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Appendix A: Oakland Municipal Code – Bidding, Contracting, and Purchasing Rules

Oakland, California, Code of Ordinances
Title 2 - ADMINISTRATION AND PERSONNEL
Chapter 2.04 - PURCHASING SYSTEM

Article I - Bidding, Contracting and Purchasing

Article I - Bidding, Contracting and Purchasing

2.04.010 - Definitions.

2.04.015 - Scope of the purchasing ordinance.

2.04.016 - Reserved.

2.04.017 - Reserved.

2.04.018 - Pay-go funded purchase of services, goods and materials—Conditions for exemption from Council approval.

2.04.020 - Authority of the City Administrator.

2.04.021 - City Auditor authority.

2.04.030 - City Council approval requirements.

2.04.040 - Contracting procedures.

2.04.045 - Pre-qualification and bid processes for general construction services and the Preferred Small Local Business ("PSLB") program.

2.04.050 - Bid procedure.

2.04.051 - Competitive process and qualification-based awards for professional services contracts.

2.04.060 - Lowest responsible bidder.

2.04.070 - Open market purchase.

2.04.080 - Cooperative purchasing agreements.

2.04.090 - Surplus supplies, purchases.

2.04.100 - Inspection and testing.

2.04.110 - Contract splitting prohibited.

2.04.120 - Surplus supplies and equipment—Disposal or destruction.

2.04.130 - Administrative controls.

2.04.140 - Collusion with bidder— Effect on officer.

2.04.150 - Unauthorized purchases—Exceptions.

2.04.160 - Acceptance, appropriation and expenditures from restricted gift proceeds.

2.04.170 - Affirmative action program for supplies, materials, commodities and equipment.

2.04.180 - Design-build project delivery method.

2.04.190 - Construction manager-at-risk project delivery method.

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.04.010 - Definitions.

The following words and phrases whenever used in this article shall be construed as defined in this section:

"Apprentice" is defined as that term is defined in the Oakland Municipal Code.

"Appropriation Resolution" is defined as a city of Oakland resolution approved by the City Council that includes:

1. A description of the material or service to be obtained under contract;
2. A not-to-exceed contract amount for the material or service;
3. Identification of the funding source for the material or service;
4. An estimated time frame for execution and completion of the contract; and
5. A statement identifying the contract-related program or project as "new" or "previously existing." "City Administrator" means the City Administrator of the city of Oakland or an officer specifically designated to act for the City Administrator. Authorizations not specified in this article shall be made in writing by the City Administrator and filed with the City Clerk.

"Disadvantaged business enterprise (DBE) is defined as that term is defined in the Oakland Municipal Code.

"Formal bidding, solicitation or proposals/qualifications" means the competitive processes (advertising and bidding or solicitation) required in Sections 2.04.050 (supplies, services or combination) and 2.04.051 (professional services), for the purchase of supplies, services or combination in excess of fifty thousand dollars ($50,000.00), or for the purchase of professional services in excess of twenty-five thousand dollars ($25,000.00)

"Informal bidding" means the competitive processes (advertising and bidding or solicitation) required by the City Administrator in a city administrative instruction for the purchase of supplies, services or combination up to and including fifty thousand dollars ($50,000.00), or for the purchase of professional services up to and including twenty-five thousand dollars ($25,000.00).

"Local business" means a business firm with fixed offices or distribution points located within city of Oakland boundaries and listed in the permits and license tax paid file with an Oakland business street address.

"Local business enterprise" and "small business enterprise means a business firm with fixed offices or distribution points located within the city boundaries and as otherwise defined under Oakland's LBE/SLBE construction, procurement and professional services contracting programs.

"Local hire is defined as that term is defined in the Oakland Municipal Code.

"Pay-go funds" are the annual appropriations to the Mayor and each Councilmember to pay for discretionary projects.

"Prevailing wages" is defined as that term is defined in the Oakland Municipal Code.

"Professional services" means services which are of an advisory nature that provide a recommended course of action or personal expertise that will result in a transmittal of information to the city, either verbal or written, related to city administration and management or program management, innovation and which must be performed by appropriately licensed consultants, architectural or engineering personnel, or which are so technical or complex in nature that such services must be performed by persons possessing unique or special training, education or skills. Notwithstanding the above, this definition shall not include contracts for services between the city and another public entity.

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"Local business enterprise" is defined as that term is defined in the Oakland Municipal

Code. "Purchase" means and includes rental or lease of supplies, as well as purchase.

"Services" means and includes labor, professional services, consulting services, or a combination of services and supplies which shall include public works projects.

"Supplies" means and includes supplies, materials, commodities and equipment.

(Ord. 12703 § 1, 2005: Ord. 12634 § 2 (part), 2004: Ord. 12388 § 2, 2001; Ord. 9739 § 1, 1979; Ord. 7937 § 1, 1969)

2.04.015 - Scope of the purchasing ordinance.

The provisions of this chapter shall apply to city contracts for public works projects, public works construction projects, procurements and purchases (as defined in Section 2.04.010), and to services including, but not limited to, contracts for services that are professional, technical or scientific in nature as well as contracts for any other services. However, this chapter has not applied to and shall not apply to agreements for grants awards given by the City of Oakland to support nonprofit and similar organizations providing service programs to the public at large, nor shall it apply to pay-go grants to non-City entities which are governed by Chapter 2.07.

(Ord. No. 13051, § 3, 1-18-2011; Ord. 12388 § 3, 2001)

2.04.016 - Reserved.

Editor's note—

Ord. No. 13051, § 1, passed January 18, 2011, amended the Code by renumbering former Section 2.04.016 as a new Section 2.07.020

2.04.017 - Reserved.

Editor's note—

Ord. No. 13051, § 1, passed January 18, 2011, amended the Code by renumbering former Section 2.04.016 as a new Section 2.07.020

2.04.018 - Pay-go funded purchase of services, goods and materials—Conditions for exemption from Council approval.

A. The City Administrator is authorized to purchase services (professional or otherwise), goods, materials or equipment for capital improvement projects, in any amount, designated by the Mayor or individual Councilmembers from their respective balances in the City's pay-go fund account without review or action by the City Council subject to each of the following requirements:

1. Such purchases may be made only for the purposes permitted by the funding source(s) of the pay-go account;

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2. Such purchases shall be paid for only with pay-go funds or by a combination of pay-go and private funds, such as funds raised by community groups or individuals for a park or other community project; and

3. Such purchases shall be subject to all City of Oakland contracting laws, programs and policies such as, but not limited to, living wage, prevailing wages, equal benefits, local and small local business enterprise and nondiscrimination or City Council waiver by resolution shall be obtained as necessary by each of these programs or policies.

B. City Administrator Must Maintain Separate Record of Pay-Go Purchases and Make Annual Report to City Council Identifying Prior Fiscal Year's Purchases. The City Administrator shall maintain a separate record of pay-go purchases including the name of the person who designated the purchase, the amount of the purchase, the purpose of the purchase, and the name, address and any other information sufficient to identify the consultant, contractor or vendor. No later than October of each year, the City Administrator shall provide an informational report to the City Council's Finance Committee and to the City Council regarding pay-go purchases that were made during the prior fiscal year.

(Ord. 12703 § 2, 2005)

2.04.020 - Authority of the City Administrator.

A. City Administrator's Purchase Authority. Except as provided in Section 2.04.020.B, the City Administrator shall have authority to bind the City by written contract or purchase order without previous specific action of the Council as follows:

1. Supplies, Services or a Combination. Purchases up to one hundred thousand dollars ($100,000.00) in any single transaction or term agreement; and

2. Professional Services. Purchases up to one hundred thousand dollars ($100,000.00) in any single transaction or term agreement.

B. Limits for Nonbudget Identified, Redevelopment Agency Funded, Affordable Housing, Voter-Approved Measure Funded and Technological, Computer-Related Purchases or Contracts. The City Administrator's contract authority is subject to lower limits for certain types of purchases or contracts.

1. Purchases or Contracts Subject to Lower Limits:

a. Purchases or contracts related to programs or projects that have not been previously identified in:

i. The current, approved CIP budget,

ii. The approved operating budget;

or

b. Purchases or contracts for services or supplies related to affordable housing projects;

c. Purchases or contracts that are or will be funded, directly or indirectly, by the Redevelopment Agency;

d. Purchases or contracts that are or will be funded, directly or indirectly, by funds generated by a voter-approved measure; or

e. Purchases or contracts for any technological, computer or computerized system services, software, equipment, hardware or products.

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2. Purchase Limits. The City Administrator is authorized to bind the City by written contract or purchase order for the types of purchases or contracts identified above without previous specific action of the Council as follows:

   a. Supplies, Services or a Combination. Purchases up to fifty thousand dollars ($50,000.00)
   in any single transaction or term agreement;

   b. Professional Services. Purchases up to fifteen thousand dollars ($15,000.00) in any single transaction or term agreement.

3. Appropriation Resolution. Notwithstanding the limits in this section, any purchase or contract identified in a Council-approved Appropriation Resolution is subject to the City Administrator's limits in Section 2.04.020.A.

C. Advertising and Bidding or Solicitation. The City Administrator shall conduct competitive solicitation processes required in this chapter (Section 2.04.040.B) for all purchases or contracts within City Administrator authority.

D. Reports. The City Administrator shall present the following reports to the City Council on an annual basis:

1. Redevelopment Agency-Funded Contracts. A prospective report listing all contracts anticipated within the next year to be directly or indirectly paid from Redevelopment Agency funds.

2. General Report. A report listing all purchases and contracts authorized by the City Administrator, or the City Administrator designee, within the City Administrator's contract authority during the prior year.

E. Findings Required for Service Contracts. The City Administrator shall make determinations required by Oakland Charter Section 902(e) for service contracts as follows:

1. Professional Services Contracts. Contracts for professional services shall be of a professional, scientific or technical and temporary nature.

2. Council Approval for Other Service-Only Contracts. The City Administrator shall submit all other service-only contracts to the Council for approval. Such contracts shall be in the public interest because of economy or better performance and must obtain a vote of two-thirds of the members of the Council.

3. Loss of Employment or Salary. Contracts for professional services or service-only shall not result in the loss of employment or salary by any person having permanent status in the competitive service.

F. Local Vendor Preferences. The City Administrator is authorized in the evaluation of all sealed, faxed and telephone bids for the purchase of supplies, to extend a two and one half percent preference to local business enterprises and an additional two and one half percent preference to small local business enterprises in award of all purchase orders.

The City Administrator shall semiannually prepare and submit to the City Council a report on participation by local and small local business enterprises in City contracts for the prior year.

G. Emergency Supply and Services Procurement. In a situation deemed by the City Administrator to be an emergency for the immediate preservation of the public peace, health or safety, the City Administrator may authorize a contract or purchase order exceeding the City Administrator's non-emergency purchase authority in any one transaction, without advertising or previous specific action by the City Council, for the purchase of supplies or payment for services, or a combination thereof, to be furnished to the City. All emergency contracts awarded by the City Administrator shall be presented for informational purposes to the City Council within a reasonable time of contract execution.

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H. Emergency Professional Services and Consultant Agreements. In a situation deemed by the City Administrator to be an emergency for the immediate preservation of the public peace, health or safety, the City Administrator may authorize a contract exceeding the City Administrator's non-emergency purchase authority in any one transaction, without previous specific action by the City Council, for the payment for services, or a combination thereof, to be furnished to the City. All emergency contracts awarded by the City Administrator shall be presented for informational purposes to the City Council within a reasonable time of contract execution.

I. City Administrator Authority During City Council Annual Recess. Notwithstanding the provisions of subsections A and B of this section, during the month of August through the first City Council meeting in September, known as the annual recess of the City Council, as provided for in the City Council's Rules of Procedures, the City Administrator shall be authorized: (1) to bind the City, by written contract or purchase order, involving an expenditure not exceeding five hundred thousand dollars ($500,000.00), without previous specific action by the City Council, for the purchase of supplies or payment for services, or a combination thereof, in any one transaction, to be furnished to the City, subject to the availability of funds and procedures set forth in this article, including competitive bidding, and (2) to bind the City, by written contract, involving an expenditure not exceeding three hundred thousand dollars ($300,000.00) in any one transaction, subject to the availability of funds for the payment for professional services and consultant services furnished to the City and procedures set forth in this article, without previous specific action of the City Council. Contracts for professional services, supplies, services or combination that are in excess of the City Administrator's authority shall be subject to the City Council's recess agenda process and shall be presented to the City Council for ratification upon return from its annual recess.

J. Apprentice Hiring and Local Hire. The City Administrator is authorized in evaluation of all sealed, faxed and telephoned bids for public works projects to require contractors to comply with the City's apprentice hire and programs as set forth in this code.

K. Living Wage. The City Administrator is authorized in evaluation of all sealed, faxed and telephoned bid and/or proposals for services to require contractors or consultants to comply with the City's living wage ordinance, as set forth under Chapter 2.28 of this code.

L. Prevailing Wage. The City Administrator is authorized in evaluation of all sealed, faxed and telephoned bids and/or proposals for public works projects to require bidders/contractors to pay prevailing wages as required under this code.

M. Oakland Specifications for Public Works Construction ("Greenbook"). The City Administrator is authorized in evaluation of all sealed, faxed and telephoned bid and/or proposals for public works construction to require bidders/contractors to comply with and perform construction in accord with the Oakland Specifications for Public Works Construction ("Greenbook"), as set forth in this code. Notwithstanding the above, nothing herein is intended to limit authority of the City Council to modify the specifications for public works construction by legislative action on a case-by-case basis.

N. Local Business Contracting Programs. The City Administrator is authorized in the evaluation of all sealed, faxed and telephoned bids for public works projects, for the purchase of supplies and in evaluation of proposals for professional services contracts, to require contractors to comply with, and to extend the benefits of, Oakland's LBE/SLBE construction, procurement and professional services contracting programs, as set forth in this code.

O. Equal Benefits Program. The City Administrator is authorized in the evaluation of all sealed, faxed and telephoned bids and/or proposals for services to require contractors or consultants to comply with the City's Equal Benefits Program requirements.

(Ord. No. 12976, § 1, 11-3-2009; Ord. 12634 § 1 (part), 2004: Ord. 12388 § 4, 2001: Ord. 12071 § 1,
1998; Ord. 11724 § 1, 1994: Ord. 10447 § 1, 1984; Ord. 10066 § 3, 1981; Ord. 9739 §§ 2, 3 (part),
1979; Ord. 7937 § 2,
1969)

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2.04.021 - City Auditor authority.

A. City Auditor Purchase Authority. The City Auditor shall have the authority to bind the City by written contract in any amount without previous specific action of the Council or City Administrator to obtain professional, technical or scientific services needed to audit the books, accounts, money and securities of all departments and agencies of the City and such other matters as the Council may request; to report to the Council periodically the results of such audits and to advise and make recommendations to the City Administrator regarding accounting forms design, fiscal and statistical reports and the methods or procedures for maintaining the accounts and accounting system throughout all departments, offices and agencies of the City: to report to the Council instances of noncompliance with accepted accounting principles where recommendations for compliance have not been implemented by the City Administrator after reasonable time and opportunity; and to conduct surveys, reviews, and audits as the Auditor deems to be in the best public interest or as required by the Council or Mayor as specified in Oakland Charter Article IV, Section 403.

B. City Auditor Contracts Subject to Council Appropriation of Contract Funds. All contracts authorized by the City Auditor pursuant to this section shall be subject to the prior or concurrent appropriation and allocation of funds by the City Council in (1) the current two-year or mid-cycle adjusted budget for the City Auditor, including any budget adjustments allowed, or (2) an appropriation resolution as defined in section 2.04.010 above, or (3) a funding resolution specific to a particular contract(s).

C. Reports. The City Auditor shall present to the City Council, on an annual basis, a report listing all professional services contracts authorized by the City Auditor during the prior year.

D. Compliance with Competitive Process, Personnel Findings, Purchasing Programs and Other Purchasing Requirements. With the exception of the contract authority granted under this section, all contracts entered into by the City Auditor pursuant to this section are subject to the competitive processes required under sections 2.04.050 and 2.04.051, below, and the personnel findings, purchasing programs and other purchasing requirements set forth or referenced in the remainder of this chapter.

(Ord. 12820 § 1, 2007)

2.04.030 - City Council approval requirements.

A. Council Award of Purchases or Contracts in Excess of City Administrator's Authority. The Council shall award any purchase orders or contracts in excess of the City Administrator's authority as follows:

1. City Council Authority. Except for purchases subject to limits in Section 2.04.030.A(2), the Council shall award all contracts in the following amounts:

   a. Supplies, Services or Combination. Purchases in excess of one hundred thousand dollars ($100,000.00) in any single transaction or term agreement; and

   b. Professional Services. Purchases in excess of one hundred thousand dollars ($100,000.00) in any single transaction or term agreement.

2. Nonbudget Identified, Redevelopment Agency Funded, Affordable Housing, Voter-Approved Measure Funded and Technological, Computer-Related Purchases or Contracts. The Council shall award all contracts in excess of the City Administrator's limits as follows:

   a. Supplies, Services or Combination. Purchases in excess of fifty thousand dollars ($50,000.00) in any single transaction or term agreement;

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b. Professional Services. Purchases in excess of fifteen thousand dollars ($15,000.00) in any single transaction or term agreement;

c. Appropriation Resolution. Notwithstanding the limits in this section, any purchase or contract identified in a Council-approved Appropriation Resolution is subject to the City Administrator's limits in 2.04.020.A.

B. Validity of Contracts. Legislative actions of the Council awarding any contract shall not constitute a contract. No contract shall be binding or of any force or effect until signed by the City Administrator. The City Administrator's signature shall constitute certification that there remains unexpended and unapplied balances of the appropriations or funds sufficient to pay the estimated expense of executing the contract.

C. Contract Extensions, Renewals, Amendments. The requirements for City Council approval specified in Section 2.04.030 shall apply to all expenditures, extensions, amendments or renewals of an existing or expired contract or term agreement whenever aggregated expenditures under the original contract or term agreement, or extensions, renewals or amendments that exceed: (1) the City Administrator's contract approval limit, or (2) the total contract amount approved by Council in a City resolution.

(Ord. No. 12976, § 1, 11-3-2009; Ord. 12634 § 1 (part), 2004: Ord. 11724 § 2, 1994: Ord. 10066 § 2 (part), 1981; Ord. 9739 § 3 (part), 1979; Ord. 7937 § 3, 1969)

2.04.040 - Contracting procedures.

A. Contracts Subject to Council Appropriation and Allocation of Program or Contract Funds. All contracts authorized by the Council or City Administrator shall be subject to the prior appropriation and allocation of funds by the City Council for the City programs, activities, functions or operations, which the purchase of any supplies, professional or other services or combination are intended to support.

B. Limits for Informal and Formal Solicitation Procedures and Exemptions.

1. Solicitation of Qualifications and Bids and Proposals for Pre-Qualified Contractors. Pre-qualification activities for the preferred small local business (PSLB) pre-construction and construction programs are exempt from the advertising and/or formal bidding/request for proposal requirements of this section, and are instead subject to the requirements set forth in Subsections 2.04.045 B. and 2.04.051 C. for solicitation of qualifications and bids or proposals.

2. Informal Advertising and Bidding. Informal advertising and bidding procedures established by the City Administrator are required for purchase orders or contracts for supplies, services or combination involving expenditures between $500.00 and $50,000.01 in any single transaction or term agreement;

3. Formal Advertising and Bidding. Formal advertising and bidding, described in Section 2.04.050, is required for purchase orders or contracts for supplies, services or combination involving expenditures in excess of $50,000.00 in any one transaction or term agreement.

4. Informal RFP/RFQ Process. Informal advertising and solicitation of proposals/qualifications is required for professional services contracts involving expenditures of $25,000.00 or less;

5. Formal RPF/RFQ Process. Formal advertising and solicitation of proposals/qualifications described in Section 2.04.051 is required for professional services contracts involving expenditures of more than $25,000.00.

C. Purchase Orders, Contract Format, Petty Cash.

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1. Purchase orders shall be used for all purchases of supplies, services or combination or professional services in excess of five hundred dollars ($500.00). The purchase order shall incorporate by reference all relevant agreements, including but not limited to the City of Oakland Professional Services Agreement, negotiated agreements, vender agreements and exhibits, attachments, addendums and other supporting documents that, together, constitute the entire agreement.
2. All purchases and contracts for supplies, services or combination of professional services in excess of five hundred dollars ($500.00) shall be in writing, in a format approved by the City Attorney.
3. The City Administrator shall institute control procedures for petty cash funds without prior use of purchase orders or contracts.

D. Miscellaneous Procedures.

1. Notwithstanding the above, nothing shall preclude the City Administrator from placing any purchase, procurement or contract within the City Administrator's approval limit on the City Council agenda for discussion or approval.
2. The City Administrator shall institute informal contacting procedures for the purchase of supplies, services or combination.
3. The City Administrator shall institute informal and formal contracting procedures for the purchase of professional services.
4. The City Administrator shall maintain a centralized list of all contracts executed by the City Administrator, or the City Administrator's designees, within the City Administrator's authorization limit, for the prior year.
5. Pursuant to the City Charter, the City Attorney will draft standardized contract terms and conditions and standardized contracts for professional services, purchasing, procurement and for supplies, services or combination.
6. Pursuant to the City Charter, the City Attorney will approve the form and legality of all contracts before their execution.

(Ord. No. 13102, § 1, 12-20-2011; Ord. 12634 § 1 (part), 2004: Ord. 9739 § 3 (part), 1979; Ord. 7937
§ 4, 1969)

2.04.045 - Pre-qualification and bid processes for general construction services and the Preferred Small Local Business ("PSLB") program.

A. Optional Prequalification for Construction Work over $250,000.00. The City may, in its discretion and when deemed by the City Administrator to be in the best interests of the City, establish a list of pre-qualified businesses to perform as-needed and specified construction work in excess of $250,000.00 ("large projects").

1. When deemed by the City Administrator to be in the best interests of the City, the City will advertise a request for qualifications for licensed construction services in accord with Subsection 2.04.050 A., below, to perform as-needed or specified construction work exceeding $250,000.0
   0.
2. When a pre-qualified list is established for large projects, the City may limit solicitations for bids for such work to three or more business on the pre-qualified list.

3. Contracts awarded through a pre-qualified process are subject to the City's insurance, bond, labor and all social equity policies such as, but not limited to, payment of prevailing wages, local and small local business participation and local hire.

B. Mandatory Preferred Small Local Business Program (MPSLB)—Pre-Qualification for Construction Work Under $250,000.00. The City will establish a list of pre-qualified businesses to perform as-needed and specified construction work less than $250,000.00 ("small projects").

1. The City will solicit qualifications solely from Oakland certified small, local business enterprises in order to establish a MPSLB pre-qualified list of small local businesses to perform small project construction contracts.

2. When a pre-qualified list is established the City will limit solicitations for bids for such work to three or more business on the MPSLB pre-qualified list.

3. Reserved.

4. MPSLB contracts are exempt from the requirements of Oakland's Local and Small Local Business Enterprise (L/SLBE) program for construction contracts.

5. With the exception of the L/SLBE program, MPSLB contracts are subject to insurance, bond, labor and social equity policies such as, but not limited to, payment of prevailing wages and local hire.

6. Circumstance for Open Market Solicitation. The City Administrator may solicit bids on the open market, without advertising, when all responsive bids exceed the engineer's estimate.

C. Award of Construction Contracts. Contracts awarded through a pre-qualification process shall be awarded to the lowest responsible, responsive bidder.

D. Construction contracts awarded through a pre-qualification process exceeding $100,000.00 are subject to Council approval in accord with Section 2.04.030, above.

E. Removal From Pre-Qualified List. Businesses that lose necessary qualifications to perform the work, including, but not limited to, licenses or insurance, or that become disqualified or debarred, shall be removed from the pre-qualified list.

(Ord. No. 13102, § 1, 12-20-2011)

2.04.050 - Bid procedure.

A. When Advertising Required. Where the cost of services, supplies or combination required by the city exceeds fifty thousand dollars ($50,000.00), the City Clerk shall call for formal bids by advertising at least once in the official newspaper of city not less than ten calendar days before the date for receiving bids. The City Administrator may deem it advisable to require more than one advertising of the call for bids.

Notwithstanding the foregoing, the requirements of this section shall not apply to the mandatory preferred small local business (MPSLB) pre-qualification program in Subsection 2.04.045 B., above, for construction services.

B. Bid Security. Whenever the city calls for bids for services and whenever the City Administrator deems it advisable in calls for bid supplies, each bidder shall be required to submit with the bid as bid security either cash, certified check or a cashier's check of or on some responsible bank in the United States, in favor of and payable at sight to the city, in an amount not less than ten percent of the aggregate amount of the bid.

Alternatively, any bid may be accompanied by a surety bond as follows:

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1. For contract bids of five hundred thousand dollars ($500,000.00) or less, the surety bond must be furnished by a United States nonadmitted corporate surety that has an A.M. best rating A-, at minimum, guaranteeing to the city that the bidder will enter into the contract and file the required bonds within the period;
2. For contract bids over five hundred thousand dollars and one cent ($500,000.01) and less than one million dollars ($1,000,000.00), the surety bond must be furnished by a United States nonadmitted corporate surety that has an A.M. best rating of A+, at minimum;
3. For contract bids over one million dollars ($1,000,000.00) and less than five million dollars ($5,000,000.00), the surety bond must, at minimum, be furnished by a United States nonadmitted corporate surety that appears on the Treasury List subject to the bonding limits which the Treasury List imposes on such surety;
4. For contract bids in excess of five million dollars ($5,000,000.00), the surety bond must be furnished by a corporate surety admitted in the state of California or Lloyds of London; and
5. Prospective bidders may file annual surety bonds covering all bids to be made by such bidder during a calendar year with approval of the City Administrator.

If the bidder to whom the contract is awarded shall, for twenty (20) calendar days after receipt of the contract, fail or neglect to enter into the contract and file the required bonds, the bid security or bid surety bond shall be forfeited. The City Administrator shall draw the money due on such bid security or bid surety bond and pay the same or any cash deposited into the City Treasury, and under no circumstances shall it be returned to the defaulting bidder.

C. Multiple Bids. No person, firm or corporation shall be allowed to make or file or be interested in more than one bid for the same supplies, services or both.

D. Bid Forms. All bids shall be made upon forms to be prepared by city and furnished upon application.

All bids shall be clearly written without any erasure or interlineations.

E. Opening of Bids and Awards. All bids submitted under this section shall be sealed, identified as bids on the envelope and submitted to the City Clerk at the place and time specified in the public notice inviting bids. Bids shall be opened by the City Administrator or the City Administrator's designated representative, in public, at the time and place designated in the notice inviting bids. Bids received after the specified time shall not be accepted and shall be returned to the bidder unopened. The contract shall be let to the lowest responsible bidder, as defined herein and taking into account current bid discounts and/or preference points awarded under Oakland's social equity programs, by the City Council at any time not exceeding 60 calendar days after bid opening. The City Council may reject any and all bids and waive informalities or minor irregularities in the bids.

In the bid for Public Works Construction Projects, the City Administrator may deem it advisable to delay the submission of a list of subcontractors to be on the project. Such list shall be sealed, identified as a subcontractor list on the envelope and submitted to the City Clerk at the place and time specified in the public notice inviting bids.

F. Disposition of Bid Security. All bid securities and bid bonds shall be returned to the unsuccessful bidders after award of the contract. The bid security and bid bond of the successful bidder shall be returned after execution of the contract and deposit of the necessary bonds.

G. Approval of Faithful Performance and Labor and Materials Bonds—Waiver. Faithful performance and labor and material bonds in an amount equal to at least fifty (50) percent of the contract price shall be required by city specifications of contracts for services and shall be approved as to form by the City Attorney. Whenever the City Administrator deems it advisable in the purchase of supplies, City Administrator may require the furnishing of a faithful performance bond in an amount equal to at least twenty-five (25) percent of the contract price; that bond shall be approved as to form by the City Attorney.

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H. Time of Completion. The contract shall specify the time within which the work shall begin and when it shall be completed according to specifications. The City Administrator may extend time for acts of the city, acts of God, weather or strikes, or other circumstances over which the contractor has no control. The Council may extend the time, but in no event shall the time for the performance of any contract be extended more than ninety (90) days in addition to extensions as authorized by the City Administrator, except by a two-thirds vote of the Council.

In case of failure on the part of the contractor to complete the contract within the time specified in the contract or within the extension of the time as provided, the contract may be terminated and the contractor shall not be paid or allowed any further compensation for any work done under the contract, and the City Administrator may proceed to complete such contract either by reletting or otherwise, and the contractor and contractor's surety shall be liable to the city for all loss or damage that the city may suffer because contractor fails to complete the contract on time. Exceptions to Competitive Bidding. Upon a finding in each instance by the City Council that any of the following conditions exist, the provisions of this section shall not apply:

1. To contracts involving professional or specialized services such as, but not limited to, services rendered by architects, engineers and other specialized professional consultants;
2. When calling for bids on a competitive basis is impracticable, unavailing or impossible;
3. Placement of insurance coverage;
4. When public work is performed by the city with its own employees;
5. In other cases when specifically authorized by the City Council after a finding and determination that it is in the best interests of the city.

J. No Bids. If no valid bids are received after advertising as required, the City Administrator may proceed to hire or have the services performed or purchase the supplies in the open market.

(Ord. No. 13102, § 1, 12-20-2011; Ord. 12634 § 1 (part), 2004: Ord. 11724 § 3, 1994; Ord. 11297, 1991; Ord. 10066 §§ 1, 2 (part), 1981; Ord. 9739 § 3 (part), 1979; Ord. 7937 § 5, 1969)

2.04.051 - Competitive process and qualification-based awards for professional services contracts.

A. Request for Qualifications or Proposal for Professional Services Contracts in Excess of Twenty-Five Thousand Dollars ($25,000.00). The City Administrator, or the City Administrator's designee, shall conduct a request for proposal ("RFP") or request for qualifications ("RFQ") process for the award of contracts that exceed twenty-five thousand dollars ($25,000.00) and are exempt from bidding under Section 2.04.050.I.1. The city's RFP and RFQ processes shall be set forth in a City Administrator's administrative instruction. The RFP or RFQ requirement applies, but is not limited to, contracts for professional, technical or specialized services. The selection and award of contracts for professional services shall be based on demonstrated competence and qualifications for the types of services to be performed, at fair and reasonable prices to the city, but shall also take into account preference points awarded under Oakland's social equity policies and compliance with applicable Oakland's purchasing policies such as living wage and equal benefits.

B. Waiver. Upon a finding by the City Council or its designee that it is in the best interests of the city, the City Council may waive the requirement for an RFP or RFQ process.

C. Pre-Qualification for Pre-Construction and Other Professional Services Work Under $250,000.00—
Mandatory and Optional Preferred Small Local Business Programs (MPSLB and OPSLB).

1. Mandatory Preferred Small Local Business (MPSLB) Program for Pre-Construction Services.

The City shall establish a list of pre-qualified businesses to perform as-needed and specified pre-construction work, such as architectural and engineering work, less than $250,000.00 ("small projects"). The City shall solicit qualifications solely from Oakland certified small, local business enterprises to establish the pre-qualified business list for MPSLB professional pre-construction services.

2. Optional Preferred Small Local Business (OPSLB) Program for Other Professional Services (Pre-Construction Services Excluded). The City may, in its discretion and when deemed by the City Administrator to be in the best interests of the City, establish a list of pre-qualified Oakland certified small local businesses to perform as-needed or specified professional services (pre-construction excluded) under $250,000.00 ("small projects"). When authorized by the City Administrator, the City shall solicit qualifications solely from Oakland certified small, local business enterprises to establish a pre-qualified business list for OPSLB professional (non-pre- construction) services.

3. When a pre-qualified list is established for small projects, the City will limit solicitations for proposals for such work to three or more business on the MPSLB or OPSLB pre-qualified lists.

4. MPSLB and OPSLB contracts are exempt from the requirements of Oakland's Local and Small
Local Business Enterprise (L/SLBE) program for professional services.

5. With the exception of the L/SLBE program, MPSLB and OPSLB contracts are subject to insurance and social equity policies such as, but not limited to, living wages and equal benefits.

6. Circumstance for Open Market Solicitation. The City Administrator may solicit proposals on the open market, without advertising, if less than three proposals are submitted by MPSLB or OPSLB pre-qualified businesses.

7. MPSLB or OPSLB contracts exceeding $100,000.00 are subject to Council approval in accord with Section 2.04.030, above.

8. Removal From Pre-Qualified List. Businesses that lose necessary qualifications to perform the work, including, but not limited to, licenses or insurance, or that become disqualified or debarred, shall be removed from the MPSLB or OPSLB pre-qualified list.

(Ord. No. 13102, § 1, 12-20-2011; Ord. 12634 § 1 (part), 2004)

2.04.060 - Lowest responsible bidder.

In addition to price, in determining the lowest responsible bidder, consideration shall be given to:

A. The quality and performance of the supplies to be purchased or services to be provided by the seller;

B. The ability, capacity and skill of the bidder to perform the contract or provide the supplies or services required;

C. The ability of the bidder to provide the supplies or services promptly, or within the time specified, without delay;

D. The character, integrity, reputation, judgment, experience and efficiency of the bidder;

E. The quality of bidder's performance on previous purchases by, or contracts with, the city;

F. The ability of the bidder to provide future maintenance, repair parts and services for the use of the supplies purchased;

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G. As permitted by law, a certified bidder's affirmative action hiring plan to be submitted with all sealed bids for supplies and commodities over five thousand dollars ($5,000.00).

1. To be considered responsible and as permitted by law, bidder shall submit certification that bidder is in compliance with all provisions of Executive Order No. 11246 (as amended by Executive Order No. 11375), and

2. To be considered responsible and as permitted by law, the bidder must have a current work force racially and ethnically proportionate to the population parity for the area from which bidder's work force is drawn (national, state, or local), must comply with subsection (G)(1) of this section, or must have an affirmative action plan to achieve population parity for the area in which they do business. The plan should include all aspects of employment recruiting, hiring, promotions, and layoff.

(Ord. 12634 § 1 (part), 2004: Ord. 9739 § 4, 1979; Ord. 7937 § 6, 1969)

2.04.070 - Open market purchase.

Except as otherwise provided by this chapter or unless otherwise directed by the City Administrator, all purchases of supplies or services involving an expenditure of city funds in an amount not exceeding fifteen thousand dollars ($15,000.00) shall be purchased, when feasible and when in the best interest of the city, in the open market by written quotation or telephone solicitation, without newspaper advertisement and without observing the procedure prescribed for the award of formal bid purchases.

The procedure for such open-market purchases shall be as specified in control procedures to be established by the City Administrator.

(Ord. 12634 § 1 (part), 2004: Ord. 9739 § 3 (part), 1979; Ord. 7937 § 7, 1969)

2.04.080 - Cooperative purchasing agreements.

Where advantageous for the city, the City Administrator may purchase supplies or services as defined in Section 2.04.010, through legal contracts of other governmental jurisdictions or public agencies without further contracting, solicitation, or formal bidding.

(Ord. 12634 § 1 (part), 2004: Ord. 9739 § 5, 1979: Ord. 7937 § 8, 1969)

2.04.090 - Surplus supplies, purchases.

When it is advantageous to the city, the City Administrator may direct the purchase of surplus supplies from the United States Government, or any agency thereof, or from the state of California, or any agency thereof, or any public body, without compliance with open market purchase provisions, formal bidding requirements or entering into a formal contract.

(Ord. 12634 § 1 (part), 2004: Ord. 7937 § 9, 1969)

2.04.100 - Inspection and testing.

The receiving department shall inspect supplies delivered and services performed to determine their conformity with the specifications set forth in the purchase order or contract and shall report any deficiencies to the City Administrator or officer authorized by the City Administrator. The city may require chemical and physical tests of samples submitted with bids and samples of deliveries which are necessary to determine their quality and conformance with specifications.

(Ord. 12634 § 1 (part), 2004: Ord. 7937 § 10, 1969)

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2.04.110 - Contract splitting prohibited.

A. It is unlawful to split or separate into smaller work orders, projects, purchase orders or contracts or any public work project for the purpose of evading the provisions of this article.

B. Splitting or separating a transaction means reducing the amount of any supply or service to be furnished to the city when there is a reasonable knowledge that the same supply or service will be additionally required within the same budgetary term, when there are funds available for the project or purchase and the sole purpose is to knowingly avoid the formal calling of bids. When it is to the benefit of the city to split or separate a transaction, the proposed splitting or separation shall be referred to the City Council for its determination in accordance with Section 2.04.050.I.

(Ord. 12634 § 1 (part), 2004: Ord. 7937 § 11, 1969)

2.04.120 - Surplus supplies and equipment—Disposal or destruction.

A. Authority of Purchasing Supervisor. All using departments shall submit to the Purchasing Supervisor, at such times and in such form as Purchasing Supervisor shall prescribe, reports showing all supplies that are no longer used or that have become obsolete or worn out. The Purchasing Supervisor shall have authority to sell at public auction after advertising for one day in the official newspaper of city all supplies that cannot be used by any department or that have become unsuitable for city use, or to exchange or trade in the same for new supplies. However, the sales of such supplies may be made to other public bodies at the fair market value.

B. Authority of City Administrator. Except as otherwise prohibited by law, the City Administrator may authorize the abandonment, destruction or donation to public bodies, charitable, civic or nonprofit organizations, of city property which has no commercial value or of which the estimated cost of continued care, handling, maintenance or storage would exceed the estimated proceeds of sale. Such determination shall be made in writing and countersigned by the Director of Finance and Management and City Administrator.

C. Donation of Property. Except as otherwise prohibited by law, the donation to public bodies, charitable or nonprofit civic organizations, of surplus supplies or any other surplus property owned by the city (excluding real property) that has a value exceeding its continued care, handling, maintenance or storage, may be authorized only by resolution or ordinance of the City Council upon a finding by the City Council that such property is surplus to city needs and that the donation is in the best interests of the city.

D. Sale of Property. Sale by means other than public auction of surplus supplies or any other surplus property owned by the city (excluding real property) may be authorized only by resolution or ordinance of this City Council upon a finding by the City Council that such sale is in the best interests of the city. However, such sales shall be authorized only at or above the fair market value of the property as determined by the City Administrator.

(Ord. 12634 § 1 (part), 2004: Ord. 10066 § 2 (part), 1981; Ord. 9739 § 6, 1979; Ord. 8611 §§ 1, 2, 1972; Ord. 7937 § 12, 1969)

2.04.130 - Administrative controls.

The City Administrator shall prepare administrative directives and controls sufficient to carry out the intent of this article.

(Ord. 12634 § 1 (part), 2004: Ord. 7937 § 13, 1969)

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2.04.140 - Collusion with bidder—Effect on officer.

Any officer of the city, or of any department thereof, who shall aid or assist a bidder in securing a contract to furnish labor, material or supplies at a higher price than that proposed by any other bidder, or who shall favor one bidder over another by giving or withholding information or who shall willfully mislead any bidder in regard to the character of the material or supplies called for, or who shall knowingly accept materials or supplies of a quality inferior to those called for by the contract, or who shall knowingly certify to a greater amount of labor performed than has been actually performed or to the receipt of a greater amount or different kind of material or supplies than has been actually received, shall be deemed guilty of malfeasance and shall be removed from office, and be forever ineligible to hold any office or employment.

(Ord. 12634 § 1 (part), 2004: Ord. 7937 § 14, 1969)

2.04.150 - Unauthorized purchases—Exceptions.

It is unlawful for any officer or employee to purchase or contract for supplies or services for the city other than as hereinafter prescribed, excepting purchases made from petty cash, emergency purchases or other purchases conforming to control procedures established by the City Administrator. Any purchases, contracts or obligations to pay made contrary to the provisions of this article shall be null and void.

(Ord. 12634 § 1 (part), 2004: Ord. 7937 § 15, 1969)

2.04.160 - Acceptance, appropriation and expenditures from restricted gift proceeds.

Notwithstanding any other provision of this article, the City Administrator is delegated limited authority to accept restricted gifts and donations to the city up to fifty thousand dollars ($50,000.00), including money gifts, and to appropriate and expend monies derived from such gifts/donations, without City Council action, provided that: (1) the gift/donation does not create unbudgeted costs for the city, (2) the gift/donation is for a program or project that has been approved by the Council in the biennial or mid- cycle operating or Capital Improvement Program (CIP) budget, or by City Council legislation during the fiscal year, and 3) the gift/donations or proceeds therefrom are used in accord with restrictions and/or special conditions of the donor.

Notwithstanding the above, the City Administrator is authorized to expend monies derived from restricted gifts/donations that exceed fifty thousand dollars ($50,000.00) without City Council action when the gift has been approved, accepted and appropriated by City Council resolution provided such expenditure is in accord with any restrictions or special conditions of donor.

All funds accepted hereunder shall be deposited into the City Treasury. The City Administrator will provide an annual report to Council on all gifts and donations accepted hereunder during the previous year.

(Ord. 12731 § 1, 2006: Ord. 12634 § 1 (part), 2004: Ord. 8884 § 1, 1973)

2.04.170 - Affirmative action program for supplies, materials, commodities and equipment.

A. To the extent permitted by law, the Purchasing Supervisor will establish a goal in the purchase of supplies and commodities that reflects the minority composition of the Standard Metropolitan Statistical Area (SMSA). Separate goals will be established for public works projects, community development projects and economic development and employment contractors.

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B. To the extent permitted by law, the Purchasing Supervisor will submit a yearly affirmative action plan for the purchasing of supplies and commodities to the City Administrator. The plan is to include: affirmative action requirements of vendors; a local vendor report that includes a local minority supplier development program, a progress report and new year participation goals; and an outline of new ideas developed to advance the affirmative action program during the Oakland Public Works Department coming year.

(Ord. 12634 § 1 (part), 2004: Ord. 9739 § 7, 1979)

2.04.180 - Design-build project delivery method.

The city may use the alternative fast-track project delivery method commonly known as "design-build" with or without formal bidding when the circumstances surrounding the project substantiate that it is in the "best interests of the city" to waive formal bidding pursuant to Section 2.04.050. The City Administrator, or the City Administrator's designee, will prepare and publish an administrative instruction that will contain guidelines for the use of such alternative project delivery methods. These guidelines will provide the criteria and administrative procedures for the use of such alternative project delivery methods such as design-build.

(Ord. 12634 § 1 (part), 2004: Ord. 12388 § 5, 2001)

2.04.190 - Construction manager-at-risk project delivery method.

The city may use the alternative project delivery method commonly known as "construction manager-at-risk" with or without formal bidding when it is in the "best interests of the city" to waive formal bidding pursuant to Section 2.04.050. The City Administrator, or the City Administrator's designee, will prepare and publish an administrative instruction, that will contain guidelines for the use of such alternative project delivery methods. These guidelines will provide the criteria and procedures for alternative project delivery methods such as construction manager-at-risk.

(Ord. 12634 § 1 (part), 2004: Ord. 12388 § 6, 2001)

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I. Primary and Supporting Departments and External Entities

The following City of Oakland (City) departments have been identified as primary and supporting departments that will be responsible for carrying out the functions of Emergency Support Function (ESF) #8 – Public Health and Medical. The primary departments have significant authorities, roles, and resources to accomplish the scope of the ESF and have ongoing coordinating responsibilities throughout the preparedness, response, and recovery phases of incident management. Supporting departments are those entities with specific capabilities or resources that support primary departments in executing the mission of the ESF. Other departments may be called upon to support the ESF as necessary.

Refer to the Emergency Management Services Division (EMSD) 24-Hour Emergency Contact List for specific names and points of contact for each agency and supporting entity below.

Role	Name of Department	Agency Contact
Coordinating Lead	Oakland Fire Department (OFD)	510-238-3856
Primary City Departments	Oakland Fire Department – Emergency Medical Services Division (EMS)	510-238-3736
	Human Services Department (HSD)	510-238-3121
Supporting City Departments	Oakland Parks, Recreation, and Youth Development Department (OPRYD)	510-238-7275
	Emergency Management Services Division	510-238-3938

The following *external* entities have been identified as supporting agencies that the City will coordinate with through the Operational Area:

Supporting Entities	Name of Agency	Contact
County	Alameda County Public Health Department (ACPHD) • Alameda County Emergency Medical Services (ALCO EMS)	510-267-8001
	Alameda County Social Services	510-259-3812
	Alameda County Fire Department – Emergency Medical Services (EMS)	510-618-3490
	Alameda County Sherriff's Office – Coroner's Bureau	510-268-7300
	Alameda County Office of Emergency Services (OES)	Duty Officer (24/7): 510-667-7721 EOC Main Line: 925-803-7888
State	California Governor's Office of Emergency Services (Cal OES)	State Warning Center (24/7) 916-845-8911

Supporting Entities	Name of Agency	Contact
	California Department of Social Services	877-846-1602
	California Health and Human Services Agency	916-654-3454
	California Department of Public Health	916-558-1784
Federal	Federal Department of Health and Human Services	877-696-6775
Nonprofit Organizations	American Red Cross (ARC)	Dispatch (24/7): 866-272-2237
	Bay Area Community Services	510-613-0330
Private Sector	Medical Facilities	Via EOC
	Falck (Contracted)	Watch Commander (24/7) 510-506-9555

II. Purpose

ESF #8 – Public Health and Medical describes how the City of Oakland will coordinate with the Operational Area and ACPHD to obtain public health and medical support and technical assistance for response operations.

This ESF identifies the key policies, concepts of operations, roles and responsibilities, and capabilities associated with ESF #8 – Public Health and Medical in the City of Oakland. Specific operating procedures and protocols are addressed in documents maintained by the participating organizations.

A. How to Use this ESF

- Review the entire document and identify the roles and responsibilities for your agency and department.
- Prior to an incident, identify necessary capabilities (staff, plans, procedures, training, equipment) that your agency or department will need to be able to implement the assigned roles and responsibilities.
- Immediately after being notified of an incident, refer to this document as a reminder of roles and responsibilities. Follow established supporting plans and procedures. Remain flexible as each incident is unique and may require you to modify your approach.

B. Scope

ESF #8 – Public Health and Medical identifies the key policies, concepts of operations, roles and responsibilities, and capabilities associated with ESF #8 – Public Health and Medical services in the City of Oakland. ESF #8 – Public Health and Medical must include considerations and provisions for individuals with disabilities and other access and functional needs through pre-planning with ADA Programs and direct coordination with the Emergency Operations Center (EOC) Functional Needs Coordinator (E-FNC).

ACPHD provides public health and medical services for the City of Oakland. During an emergency or incident, ACPHD will continue to provide public health and medical service coordination for the City. Therefore, all

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actions taken by ESF #8 – Public Health and Medical are in coordination with the Operational Area and ACPHD.

ESF #8 – Public Health and Medical identifies the health, medical, and mental health needs within the City during times of emergency and coordinates with the Operational Area/ACPHD and EMS to meet these needs. ESF #8 – Public Health and Medical provides a framework for coordinating with ACPHD on the following:

- Meeting medical surge, mass casualty, alternate care sites, and mass fatality issues
- Developing public information guidance and recommendations on public health and medical issues associated with the emergency
- Obtaining public health, medical, and epidemiological support for shelters and mass care sites
- Medical support for response operations

III. Concept of Operations

A. General

ESF #8 – Public Health and Medical shares the Concept of Operations with Alameda County Public Health Department (ACPHD). During an emergency response, ACPHD has the primary responsibility for the evaluation and analysis of public health and medical needs and assistance requested. ACPHD will develop and provide updates on assessments of medical and public health status to the Operational Area.

- If requested, ACPHD may send a representative to the City of Oakland EOC to assist with coordination during an emergency. The ability for ACPHD to send a representative is dependent on many factors, including need, availability of personnel, and type of hazard or threat.
- ESF # 8 – Public Health and Medical will coordinate and communicate with ACPHD through the Operational Area EOC, which is run by Alameda County Sherriff's Office of Emergency Services (OES).
- All agencies listed in this ESF will coordinate with the EOC and Shelter Functional Needs Coordinators (E-FNC / S-FNC) to identify the needs of individuals with disabilities and others with access and functional needs within the impacted area that are unable to independently remain at general population shelters due to the inability to meet personal health and safety requirements with or without personal caregivers.

B. Organization

- ESF #8 – Public Health and Medical is led by OFD – Emergency Medical Services Division and the Human Services Department. OFD serves as the overall coordinator for this ESF.
- OFD – Emergency Medical Services Division will support coordination of the following activities and include other City Departments and external entities: OHSD, EMSD, OUSD, and ACPHD:
    - Provision of medical surge sites, field treatment sites, and Alternate Care Sites.
        - Alternate Care Sites should be co-located with general population shelters whenever possible.
    - Provision of public health and medical services at established shelters or evacuation sites.
    - Development of public health and medical policy recommendations for the City.

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  - On-scene triage, field treatment, and survivor transportation to medical facilities and to and from shelters to medical facilities.
  - Dissemination of medical and public health recommendations and guidelines to the public.

- All supporting agencies will operate under the ICS structure and appropriate representatives will be stationed at the EOC. Each agency represented will be expected to activate and direct its response resources in accordance with its agency's operating procedures.

Figure 1 shows the organization structure and the flow of information for ESF #8 – Public Health and Medical.

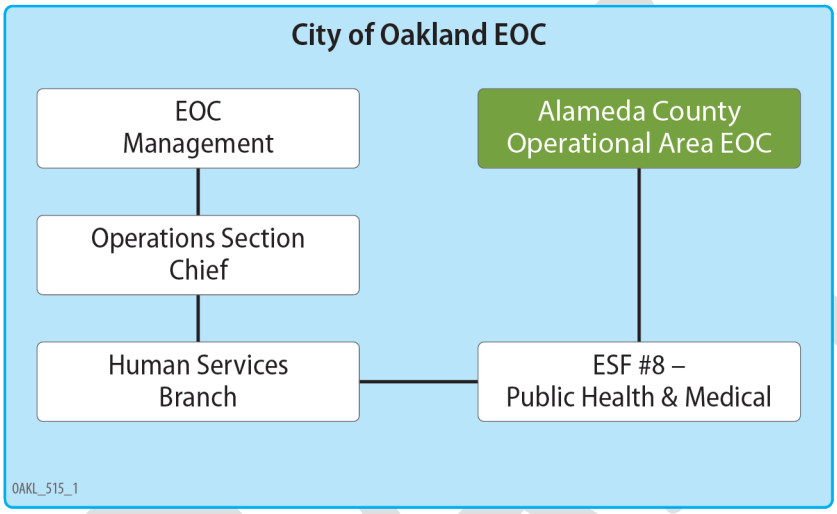

Figure 1: ESF #8 – Public Health and Medical organization structure and information flow

C. Notification and Activation

ESF #8 – Public Health and Medical can be activated partially or in whole by the Fire Chief in concurrence with the Director of HSD and in communication with the Emergency Manager and the City Administrator. In the event requiring citywide coordination of resources, the EOC Director or the Emergency Manager will activate the EOC. Notification will then be issued to each agency that serves as the primary lead for Operations, Planning, Logistics, and Finance and Administration Sections. If necessary, the Operations Section Chief will notify and activate ESF # 8 – Public Health and Medical in concurrence with the Fire Chief and Director of HSD.

Notification will occur through concurrent lines of communication, using multiple channels, including the emergency notification system AC Alert and direct phone calls to agency representatives.

D. Preparedness, Response, and Recovery Activities

The primary agencies, OFD – Emergency Medical Services Division and HSD, are responsible for coordinating and/or delegating the preparedness, response, and recovery activities of ESF #8 – Public Health and Medical with the supporting entities.

Phase	Activities
Preparedness	• Coordinate with ACPHD to develop emergency operating plans and procedures. • OFD – Emergency Medical Services Division and EMSD will review plans and procedures with ACPHD to ensure both county and city plans represent the functions that each agency can provide for ESF #8 – Public Health and Medical. • Review facilities for medical surge, field treatment, alternate care, mass care, and shelter sites. • Review ESF #8 – Public Health and Medical annually and update as needed. • Continually evaluate the capabilities required to accomplish the ESF #8 – Public Health and Medical mission, identify any gaps, and leverage resources to address them. • Manage the resolution of open ESF #8 – Public Health and Medical after-action items. • Develop and/or participate in relevant ESF #8 – Public Health and Medical related planning, training, and exercise activities at the local, regional, state, and/or federal level. • Ensure necessary supplements to the ESF #8 – Public Health and Medical are developed and maintained (including emergency contact lists, resource lists, departmental/functional plans, procedures, protocols, and EOC job aids). • Ensure representatives from the coordinating, primary, and supporting agencies are fully trained and prepared to respond to the city and county EOCs as ESF #8 – Public Health and Medical personnel.
Initial Response (within the first 72 hours)	**Step 1: Gather and share information** • Coordinate with ACPHD to identify public health and medical issues associated with the incident. For example, identify the number of survivors or those affected, the type of injuries or symptoms being exhibited, the status of hospitals and other medical facilities. • Establish and maintain situational awareness of the status of public health and medical needs to support evacuation, shelters, and mass care sites through direct communications with operational units in the field and their appropriate coordinating entities. • Provide status updates to EOC Operations Section. **Step 2: Conduct assessments of public health and medical resources, staff, and equipment** • Establish and maintain situational awareness to assess disaster impact, number of available resources, and status of public health and medical facility capabilities through direct communications links with the Operational Area/ACPHD.

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Phase	Activities

	• Ensure the safety and care of emergency responders.
	• Prioritize ESF #8 – Public Health and Medical operational objectives in alignment with the EOC Action Plan.
	Step 3: Coordinate response activities and provide public health and medical assets
	• Receive, manage, and track resource requests for ESF #8 – Public Health and Medical.
	• Position response resources when it is apparent resources will be required.
	• Assign Incident Command System (ICS) positions if required.
	• Coordinate the request for the evacuation of patients from the disaster area when evacuation is deemed appropriate.
	• Coordinate the request for transport of survivors to medical facilities outside the City of Oakland in accordance with the approved trauma transport protocols.
	• Coordinate requests for behavioral health services, including crisis counseling and psychiatric triage, and resources to supplement hospitals, health care centers, and other medical facilities.
	• Coordinate the movement of medical supplies, equipment, and support personnel to staging areas or other sites.
	• Provide the coordination for the request of the following resources:
	  ○ Emergency medical equipment (procure, if necessary);
	  ○ Advanced life support/basic life support;
	  ○ Aircraft/medical evacuation.
	• Coordinate with ESF #6 – Mass Care and Shelter, ESF #2 – Communications, ESF #11 – Food, Agriculture, and Animal Services, and ESF #14 – Recovery for all public health and medical resources that are needed for activities within those ESFs.
	Step 4: Share information with the public
	• Coordinate with ACPHD, OHSD, and ESF #15 – Public Information in the dissemination of public health and medical information in a timely manner.

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Phase	Activities
Continued Response **(3+days)**	**Step 5: Re-assess ESF #8 – Public Health and Medical resource needs and communicate mutual aid requests** • Determine the need for additional personnel and resources. • Communicate resource needs to the Oakland EOC for coordination with the Alameda County Operational Area EOC and enactment of mutual aid agreement (MAA) as necessary.
Recovery	• Continue response actions as needed. • Continue to coordinate and evaluate with ACPHD during all phases of response and recovery. • Coordinate support of recovery activities and referrals for services with City Departments, County Agencies, and ESF #6 – Mass Care and Shelter. • Ensure ESF #8 – Public Health and Medical members and/or their agencies provide appropriate records of costs incurred. • Conduct ESF #8 – Public Health and Medical after action review.

E. City Department Specific Roles and Responsibilities

The following table outlines the roles and responsibilities of City agencies or departments that have a role in the coordination and execution of ESF #8 – Public Health and Medical responsibilities.

All agencies and departments are expected to develop supporting plans and procedures to help them meet the roles and responsibilities outlined below.

Department	Roles and Responsibilities
Oakland Fire Department – Emergency Medical Services Division	☐ Provide written procedures implementing the responsibilities supporting ESF #8 – Public Health and Medical and the City of Oakland Emergency Operations Plan (EOP). ☐ Preposition EMS crews at staging areas if possible. ☐ Provide immediate lifesaving and rescue activities to disaster survivors. ☐ Coordinate requests to the Medical and Health Operational Area Coordinator (MHOAC) for all health/medical care resource requests and issues. ☐ Coordinate information flow from the MHOAC, Reddinet, and other approved sources regarding recommendations on public health issues, status of medical facilities, and request medical support for response operations. ☐ Coordinate requests to the Alameda County Operational Area EOC for additional health/medical care personnel, equipment, and supplies requested from Oakland ESF #8 – Public Health and Medical.

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Department	Roles and Responsibilities
	☐ Coordinate with the Alameda County Operational Area EOC/ACPHD for the acquisition of medical personnel, medical supplies, and pharmaceuticals. ☐ Coordinate the release of public health information with ESF #8 – Public Health and Medical and the Alameda County Operational Area EOC to ensure consistent release of information. ☐ Maintain communications with Oakland and Alameda County EOCs and field response personnel. ☐ Provide primary coordination with ACPHD and OHSD. ☐ If the Alameda County Operational Area EOC Medical/Health Branch is activated, communication occurs according to Standardized Emergency Management System (SEMS) protocols. ☐ Provide EMS staff to support the appropriate branches at the City of Oakland EOC. ☐ Coordinate the implementation of the Operational Area Disaster Medical Health Plan and surge capacity plans with ACPHD. ☐ Request activation of the Medical Health Mutual Aid System through the Alameda County Operational Area EOC if needed. ☐ Request and communicate availability of ambulance resources for the incident and for sustaining non-incident emergency capacity. ☐ Provide information regarding fatalities and status of available personnel, facilities and field-treatment sites via situation status reports to the City of Oakland EOC and monitor for potential health hazards. ☐ Coordinate with emergency care providers. ☐ Conduct on-scene triage, treatment, and stabilization. ☐ Coordinate with MHOAC regarding surge implementation throughout the medical system and field treatment sites as requested. ☐ Communicate with hospitals and assess hospital status and capacity; coordinate and track patient flow to hospitals. ☐ Maintain a list of available OFD – Emergency Medical Services Division resources and provide as requested. Coordinate with ESF #7 – Resources for prioritization. ☐ Prepare documentation required for reimbursement.
Human Services Department	☐ Provide written procedures implementing the responsibilities supporting ESF #8 – Public Health and Medical and the City of Oakland EOP. ☐ Coordinate plans within the ESF #8 – Public Health and Medical purview.

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Department	Roles and Responsibilities
	☐ Coordinate public health efforts for the City of Oakland shelters with ACPHD and ESF #6 Mass Care and Shelter. ☐ Coordinate provision of counseling resources through internal and external partnerships as requested for disaster survivors, families of disaster survivors, volunteers, and the City of Oakland staff. ☐ Provide public health support in emergency/disasters in accordance with departmental operations guides and protocols, and existing memorandum of understanding and agreements. ☐ Maintain a list of available health and human services resources. ☐ Prepare the documentation required for reimbursement. ☐ The Human Services Department will provide support staff for the Oakland EOC ESF #8 – Public Health and Medical position as well as staff for mass feeding sites and medical and healthcare related sites throughout the city.
Oakland Parks, Recreation, and Youth Development Department	☐ Assist OHSD in coordinating public health efforts for the City of Oakland shelters in coordination with ACPHD. ☐ Provide a list of available Parks and Recreation resources that can be used to support public health and medical response operations (for example: the use of facilities to serve as alternate care site, triage location, or to provide food and meals to meet special dietary requirements).
Oakland Office of Emergency Services	☐ Activate the EOC. ☐ Provide coordination and support to other departments or agencies as necessary. ☐ If Alameda County Operational Area EOC has been activated, provide coordination between City and Alameda County Operational Area EOCs. ☐ Prepare documentation required for reimbursement.

F. External Supporting Entities Roles and Responsibilities

The following external entities may provide support, services, situation reports, information, and/or resources to the City of Oakland, based on their expected roles and responsibilities and availability, through coordination with the Alameda County Operational Area.

Supporting Entity	Roles and Responsibilities
Alameda County Public Health Department	☐ Refer to the Alameda County EOP, the Alameda County EMS plans, and the ACPHD plans for detailed information regarding ACPHD responsibilities. ☐ Coordinate with ESF #8 – Public Health and Medical on all health and medical requests, resources, and plans.

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Supporting Entity	Roles and Responsibilities
	☐ Provide mutually agreed upon medical services for disaster survivors in coordination with ESF #8 – Public Health and Medical. ☐ Provide public health oversight for City of Oakland shelters, including: ☐ Conduct food and water safety and sanitation issues in shelters. ☐ Provide mutually agreed upon medical services in shelters. ☐ Coordinate medical staffing and securing medical supplies and equipment for medically fragile shelter sites. ☐ Provide qualified behavioral health counselors to shelters or other care sites, such as family assistance centers (FACs), as needed. ☐ Act to prevent the spread of communicable disease and disaster-related illness. ☐ Coordinate the overall needs assessment and monitor potential health hazards, including the following for ESF #8 – Public Health and Medical: ☐ Coordinate requests to the Alameda County Operational Area EOC for additional health/medical care personnel, equipment, and supplies requested from ESF #8 – Public Health and Medical. ☐ Coordinate with hospitals and other facilities for the acquisition of personnel, medical supplies, and pharmaceuticals. ☐ Coordinate release of public health information with ESF #8 – Public Health and Medical and the Alameda County Operational Area EOC to ensure consistent release of information. ☐ Support the mandate of the Health Care Services Agency in a disaster, which is to safeguard and protect the public health. ☐ Provide personnel to oversee all healthcare operations for medically fragile persons. ☐ Provide status reports to ESF #8 – Public Health and Medical on current personnel available to assist within 8 hours and within 24 hours. Maintain reports for the duration of the incident. ☐ Report fatalities to ALCO EOC for coordination with the Coroner's Bureau. ☐ Maintain status of nursing homes, clinics, public water systems, disease control, hazmat/radiological incidents, behavioral health response actions, and field treatment sites and provide to ALCO EOC and Oakland EOC for distribution to ESF #8 – Public Health and Medical. ☐ Provide counseling resources as requested for survivors, families of survivors, volunteers, and staff within the City of Oakland.
	☐ Coordinate the public assistance needs of existing clients within the City of Oakland.

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Supporting Entity	Roles and Responsibilities
Alameda County Social Services	☐ Continue to provide social services for existing clients within the City of Oakland. ☐ Coordinate with the ACPHD and ESF #8 – Public Health and Medical to share information and requests for services from Oakland residents that are clients. ☐ Assess behavioral health needs for survivors, disaster workers, and response staff and arrange for disaster behavioral mental services as necessary through coordination with the Operational Area to fulfill the City of Oakland requests. ☐ Ensure continuity of care for existing clients within the behavioral health system. ☐ Coordinate with ESF #8 – Public Health and Medical for all behavioral health needs for the Oakland population.
Alameda County Fire Department – EMS	☐ Provide continuing education which meets the state-mandated minimum requirements for Emergency Medical Technicians and Paramedics. ☐ Provide EMS Mutual Aid Assistance as requested by the Operational Area to Oakland ESF #8 – Public Health and Medical.
Alameda County Sheriff's Office • **Coroner's Bureau** • **Office of Emergency Services**	☐ Support requests from the Oakland EOC that are for ESF #8 – Public Health and Medical needs and any additional requests for non-medical resources/services to meet the public health and medical needs for the City of Oakland. ☐ Identify and document the remains of deceased persons for the City of Oakland. ☐ Coordinate with mortuary personnel for the removal of all remains from the emergency scene in the City of Oakland. ☐ Coordinate with the Oakland Police Department (OPD) and the Alameda County Sheriff's Office for security of sites and personnel. ☐ Maintain communications with the Oakland EOC and Oakland field response personnel.
California Governor's Office of Emergency Services **Office of Access and Functional Needs**	☐ Coordinate all mutual aid requests from the Operational Area to fulfill the City of Oakland requests under ESF #8 – Public Health and Medical. ☐ Process all resource requests from the Operational Area in support of fulfilling the requests from ESF #8 – Public Health and Medical. ☐ Coordinate federal support to the disaster area within the City of Oakland. ☐ Provide limited caches of equipment such as accessible cots, durable medical equipment (DME) and consumable medical supplies (CMS) to support shelter residents with access and functional needs.

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Supporting Entity	Roles and Responsibilities
	☐ Provide referrals to the medically fragile shelter site where necessary and appropriate.
California Department of Social Services • **Community Care Licensing Division** • **Functional Assessment Service Teams**	☐ Provide coordination, transport, and relocation of care facilities with the Operational Area in support of the requests from the City of Oakland. ☐ Provide transportation, if requested and if available, from shelters to hospitals or other non-emergency care facilities in coordination with the Operational Area to fulfill the requests for the City of Oakland. ☐ Coordinate the Functional Assessment Service Team (FAST) program to provide trained personnel to conduct functional assessments of people with disabilities and others with access and functional needs to determine what resources are needed so that an individual can remain in the general population shelter. ☐ Provide a combination of government and non-government staff to conduct functional assessments as people arrive at general population shelters, so they can remain at the site.
California Health and Human Services Agency	☐ Provide state support in the disaster area within the City of Oakland in coordination with the Operational Area.
California Department of Public Health	☐ Perform lead agency duties for public health surveillance. ☐ Coordinate with Emergency Medical Services Authority (EMSA) and Oakland EOC on behalf of ESF #8 – Public Health and Medical, to provide services for people with medical needs beyond those that can be handled in general population shelters. ☐ Provide support to monitor the sanitation of shelter sites, the health of shelter residents, and the safety of food and water in affected areas. ☐ Support populations with disabilities and others with access or functional needs in the shelters who may also have unmet medical needs.
Federal Department of Health and Human Services	☐ Supports Cal OES in providing national or regional teams to the Operational Area to assess public health and medical needs, including the needs of at-risk population groups and functional needs populations to fulfill City of Oakland requests. This includes the assessment of the health care system/facility infrastructure within the disaster area.
The American Red Cross	☐ Provide shelter management and supplemental personnel in the terms that are mutually agreed upon by the City of Oakland and The American Red Cross.

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Supporting Entity	Roles and Responsibilities
	☐ Support delivery of disaster health and mental health services in coordination with ESF #8 – Public Health and Medical.
Bay Area Community Services	☐ Provide coordination for support services for existing client base (such as independent living centers, meal delivery services, life-safety-wellness checks, etc.). ☐ Provide transportation for existing client base as requested by Oakland ESF #8 – Public Health and Medical. This includes priority response to the agreements in place with Oakland before other requests. ☐ Activate individual disaster plans, including planning for the transfer or evacuation of patients to similar facilities; spontaneous volunteers; and staff credentialing. ☐ Coordinate with other providers and public health departments regarding treatment protocols for unusual incidents or agents.
Nonprofit Organizations/ Private Sector	☐ Provide coordination for support services for existing client base (independent living centers, meal delivery services, life-safety-wellness checks, etc.). ☐ Provide transportation for existing client base as requested by Oakland ESF #8 – Public Health and Medical. This includes priority response to the agreements in place with Oakland before other requests. ☐ Coordinate via Reddinet and or other approved systems to provide facility status (such as number of beds available, patient needs, staffing, etc.) to the Alameda County Health Consortium and ESF #8 – Public Health and Medical, if requested. ☐ Develop plans for patient evacuation and share with ESF #8 – Public Health and Medical. ☐ Activate individual disaster plans, including planning for the transfer or evacuation of patients to similar facilities; spontaneous volunteers; and staff credentialing. ☐ Establish extended emergency department capacity at or near the facility and communicate to ESF #8 – Public Health and Medical. ☐ Provide medical surge capacity for ESF #8 – Public Health and Medical in coordination with ACPHD. ☐ Provide patient tracking within the hospital and during patient forwarding activities. ☐ Establish decontamination corridors for spontaneous and planned arrivals for ESF #8 – Public Health and Medical in coordination with ACPHD. ☐ Provide situation status reports to ACPHD and for ESF #8 – Public Health and Medical.

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Supporting Entity	Roles and Responsibilities
	☐ Coordinate with other providers and public health departments regarding treatment protocols for unusual incidents or agents. ☐ Maintain hospital infrastructure utilities for sustained function during emergencies. ☐ Establish alternate care sites with ACPHD, ESF #8 – Public Health and Medical, and other stakeholders and provide support for staffing, transportation, and other requirements. ☐ Perform disease surveillance and reporting within the hospitals and report to ACPHD that will relay the information to ESF #8 – Public Health and Medical.

IV. Planning Assumptions

The following planning assumptions apply to the execution of ESF #8 – Public Health and Medical:

- If ESF #8 – Public Health and Medical is activated, it is assumed that the Alameda County Public Health Officer may need to proclaim a public health emergency.
- Access to assessment, transport, and treatment facilities may be limited. During the first 72 hours of a large-scale disaster, the public should not anticipate that routine emergency medical services will be accessible by calling 9-1-1.
- Healthcare facilities may not be operational. Hospitals and other medical facilities may be taxed to their maximum capacity which will affect their ability to receive patients.
- Healthcare facilities may not be able to provide the same level of service and type of specialties due to medical staff being unavailable. For example, if a hospital usually offers cardiac care, this care may not be available if there is not a cardiologist present at the hospital.
- Hospitals, nursing homes, and other critical care in-patient facilities will rely on existing emergency service contracts with medical supply and pharmaceutical vendors to the maximum extent possible, and will maintain back up supplies stored on site, including food, water, and basic medical supplies, to maintain operations for a minimum of three days.
- Infrastructure that supports healthcare facilities may be interrupted, causing water, power, gas, food and other supplies and services to be impaired.
- Disruption of sanitation services and facilities, loss of power, and massing of people in shelters may increase the potential for disease and injury.
- During an infectious disease outbreak such as pandemic influenza, agencies could experience personnel shortages that may exceed 33 percent due to sickness or caregiver responsibilities. This will severely limit an agency's ability to provide public services. ESF #8 – Public Health and Medical will coordinate with ACPHD for the health and medical response within the city. This includes monitoring status and requests for assistance from all departments within the city.

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V. Policies

The following policies, rules, and regulations apply to the execution of ESF #8 – Public Health and Medical:

- ESF #8 – Public Health and Medical will assist in coordination with impacted departments without regard to race, color, national origin, religion, nationality, sex, age, disability, limited English proficiency, economic status, or sexual orientation.
- Primary and supporting agencies will provide sufficient personnel to staff the ESF #8 – Public Health and Medical 24 hours per day, as necessary for the level of activation. The staff will be qualified persons able to facilitate decisions for the agency they represent.
- Individuals staffing the EOC on behalf of ESF #8 – Public Health and Medical agencies and organizations should have extensive knowledge of the resources and capabilities of their respective agencies, and have access to the appropriate authority for committing agency resources.
- Individuals with disabilities and others with access and functional needs that require health and medical assistance shall receive priority for ESF #8 – Public Health and Medical response activities.

VI. References

The following agreements, procedure, plans, and guidelines apply to the execution of ESF #8 – Public Health and Medical, in addition to references listed in the EOP:

- City of Oakland Emergency Operations Plan
- City of Oakland Department of Human Services, Emergency Procedures Manual
- RECP Medical and Health Subsidiary Plan, March 2008
- Alameda County Resolution 48-748 Master Mutual Aid Agreement
- Fire Service and Rescue Emergency Mutual Aid Plan, OES, 2002
- California Health and Safety Code, Sections 101030, 101080, 101085, 120145, 120210, 120210 (b), 101040, 120175, 120230,120205, 120140, 100180, 120190, 120195, 120200, 120185, 120130, and 102275
- California Emergency Services Act, Section 8634
- California Health and Safety Code, Sections 1797 to 1799, including Section 1797.152 regarding the RDMHC
- California Code of Regulations, Title 22
- California Code of Regulations, Title 17, Sections 2215, 2501, 2502, and 2520
- California Food and Agriculture Code, Sections 5763, 5301, and 9698
- California Government Code, Section 202
- California Penal Code, Sections 405, 409, and 409.5(c)
- California Constitution, patient's constitutional rights

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- Robert T. Stafford Disaster Relief and Emergency Assistance Act (the Stafford Act), 42 United States Code (U.S.C.) and 5121et seq., Section 5129
- Title 42, U.S.C., Section 266, 249
- Title 42, Code of Federal Regulations, Section 70.2
- Federal Torts Claims Act, Title 28, U.S.C., Section 2680(f)
- California Disaster Medical Response Plan
- California Medical Mutual Aid Plan (EMSA), 2007
- California Disaster Medical Operations Manual, EMSA, draft January 2008
- Coroner's Mutual Aid Plan, OES, 2006
- Disaster Medical Systems Guidelines, EMSA, 2003
- Mass Fatality Management Guide, OES, 2007
- Standards and Guidelines for Healthcare Surge during Emergencies, CDPH, 2008
- California Foundation for Independent Living Centers, et al. v. City of Oakland, Case No. C07-04608 EDL

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I. Primary and Supporting Departments and External Entities

The following City of Oakland (City) departments have been identified as primary and supporting departments that will be responsible for carrying out the functions of Emergency Support Function (ESF) #9 – Search and Rescue. The primary departments have significant authorities, roles, and resources to accomplish the scope of the ESF and have ongoing coordinating responsibilities throughout the preparedness, response, and recovery phases of incident management. Supporting departments are those entities with specific capabilities or resources that support primary departments in executing the mission of the ESF. Other departments may be called upon to support the ESF as necessary.

Refer to the Emergency Management Services Division (EMSD) 24-Hour Emergency Contact List for specific names and points of contact for each department and supporting entity below.

Role	Name of Department	Department Contact
Primary City Department	Oakland Fire Department (OFD) – Urban Search and Rescue Program (US&R)	510-238-3856
Supporting City Departments	Oakland Police Department (OPD)	510-777-3333
	Oakland Public Works Department (OPW)	510-238-3961
	Emergency Management Services Division	510-238-3938

The following *external* entities have been identified as supporting agencies that the City will coordinate with through the Operational Area:

Supporting Entities	Name of Agency	Contact
County	Alameda County Fire Department	Dispatch Center 925-447-6880
	Alameda County Sheriff's Communication Team	510-272-6878
	Alameda County Emergency Medical Services (EMS) Transporting Agencies/Organizations	ACRECC Dispatch 510-881-8181
Regional	Urban Search and Rescue/Menlo Park Task Force 3	916-845-8911 (24/7)
State	California Emergency Medical Services Agency	916-322-4336
	California Governor's Office of Emergency Services (Cal OES)	State Warning Center 916-845-8911
Federal	Federal Urban Search and Rescue Teams (Oakland Fire Department is the Home base for CA-TF4) • Resource: Air Search Team (Fixed-Wing) – not Federal US&R assets	202-646-2500

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Supporting Entities	Name of Agency	Contact
	• Resource: Airborne Reconnaissance (Fixed-Wing) not Federal US&R assets • Resource: Canine Search and Rescue Team – Avalanche Snow Air Scent • Resource: Canine Search and Rescue Team – Disaster Response • Resource: Canine Search and Rescue Team – Land Cadaver Air Scent • Resource: Canine Search and Rescue Team – Water Air Scent • Resource: Canine Search and Rescue Team – Wilderness Air Scent • Resource: Canine Search and Rescue Team –Wilderness Tracking/Trailing • Resource: Cave Search and Rescue Team • Resource: Collapse Search and Rescue Teams • Resource: Collapse Search and Rescue Teams • Resource: Mine and Tunnel Search and Rescue Team • Resource: Mountain Search and Rescue Team • Resource: Radio Direction Finding Team • Resource: Swift Water/Flood Search and Dive Rescue Team • Resource: Urban Search and Rescue (US&R) Incident Support Team • Resource: US&R Task Forces • Resource: Wilderness Search and Rescue Team	
	National Guard Enhanced Response Force Package	
Nonprofit/ Private Sector Organizations	*California* Explorer *Search and Rescue*	650-340-4779
	Hospitals and Medical Community	Via EOC

II. Purpose

The ESF #9 – Search and Rescue organizes search and rescue to facilitate rapid deployment of search and rescue operations within the City.

A. How to Use this ESF

- Review the entire document and identify the roles and responsibilities for your department.
- Prior to an incident, identify necessary capabilities (staff, plans, procedures, training, equipment) that your department will need to be able to implement the assigned roles and responsibilities.
- Immediately after being notified of an incident, refer to this document as a reminder of roles and responsibilities. Follow established supporting plans and procedures. Remain flexible as each incident is unique and may require you to modify your approach.

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B. Scope

This ESF identifies the key policies, concepts of operations, roles and responsibilities, and capabilities associated with ESF #9 – Search and Rescue in the City of Oakland. Specific operating procedures and protocols are addressed in documents maintained by the participating organizations.

ESF #9 – Search and Rescue will coordinate all search and rescue activities at the city level prior to, during, and after activation of the Emergency Operations Center (EOC). As a part of search and rescue, ESF #9 – Search and Rescue performs a search and rescue function. This function involves the location, rescue, extrication, and initial medical stabilization of persons lost in wildland, water, and trapped survivors and victims in confined spaces. Specifically, ESF #9 – Search and Rescue has the following objectives for search and rescue functions:

- Coordinate Search and Rescue Operations.
    - Provide Wide-area search in wildland and water based environments.
    - Provide treatment, extrication, and transport in wildland and water based environments.
    - Provide technical, medical, and engineering expertise for US&R related activities.
- Provide specialized response to technical rescues including high/low angle rescue, confined space rescue, trench, building collapse/shoring, heavy lifting, breaching/breaking, response to private/public sector special needs, and rescue training.

III. Concept of Operations

A. General

- As the primary department for ESF #9 – Search and Rescue, OFD will respond to any incident that is determined likely to result in scenarios requiring Search and Rescue and/or US&R operations.
- ESF #9 – Search and Rescue will need additional resources including dispatch support.
    - OFD Water Rescue Team may be requested through OFD Dispatch Center, or notification/request by United States Coast Guard.
    - OFD Technical Rescue will be dispatched by OFD Dispatch Center for technical rescue needs in Oakland, or as part of a Mutual Aid Request.
    - OFD US&R teams will deploy per OFD protocols.
- The Incident Commander (IC) will keep the City EOC apprised of situation via the OFD Department Operations Center (DOC) or the EOC Operations Section Fire and Rescue Branch.
- OFD will document on-scene the location of injured persons and survivors treated and transported (if applicable) for additional medical care. OFD will coordinate with law enforcement to record where deceased victims were found.

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B. Organization

ESF #9 – Search and Rescue will organize under the leadership of OFD and is comprised of the following:

- **US&R Incident Units**: Assesses, monitors, and implements US&R operations as appropriate for incident type and submits frequent situation status reports to the IC.
- **Incident Command Post/Unified Command (ICP/UC):** Provides coordination and support to incident units to ensure responder safety and share status information with the OFD DOC, or with Battalion Command if the event is large in scope.
- **OFD DOC:** Maintains constant communication with the IC/UC regarding the status of field operations and receives requests for resources from the field. Fulfills requests internally or coordinates requests using the mutual aid process as necessary. OFD DOC will coordinate with the appropriate departments to plan for multiple operational period needs via the City EOC if activated or directly with each City department.
- **City EOC Fire and Rescue Branch, US&R Unit Leader:** Gathers information from the field and/or OFD DOC representatives on a continual basis and submits this information to the EOC Operations Section Fire and Rescue Branch Coordinator.
- **EOC Operations Section Chief:** Ensures EOC situational awareness of ongoing US&R operations, including incident information, responder safety information, needed resources, and anticipated field situation status for projected multiple-operational periods.
- **Supporting Departments** – Provide personnel, equipment, and other resources to support US&R operations as requested.

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Figure 1 shows the organization structure and the flow of information for ESF #9 – Search and Rescue.

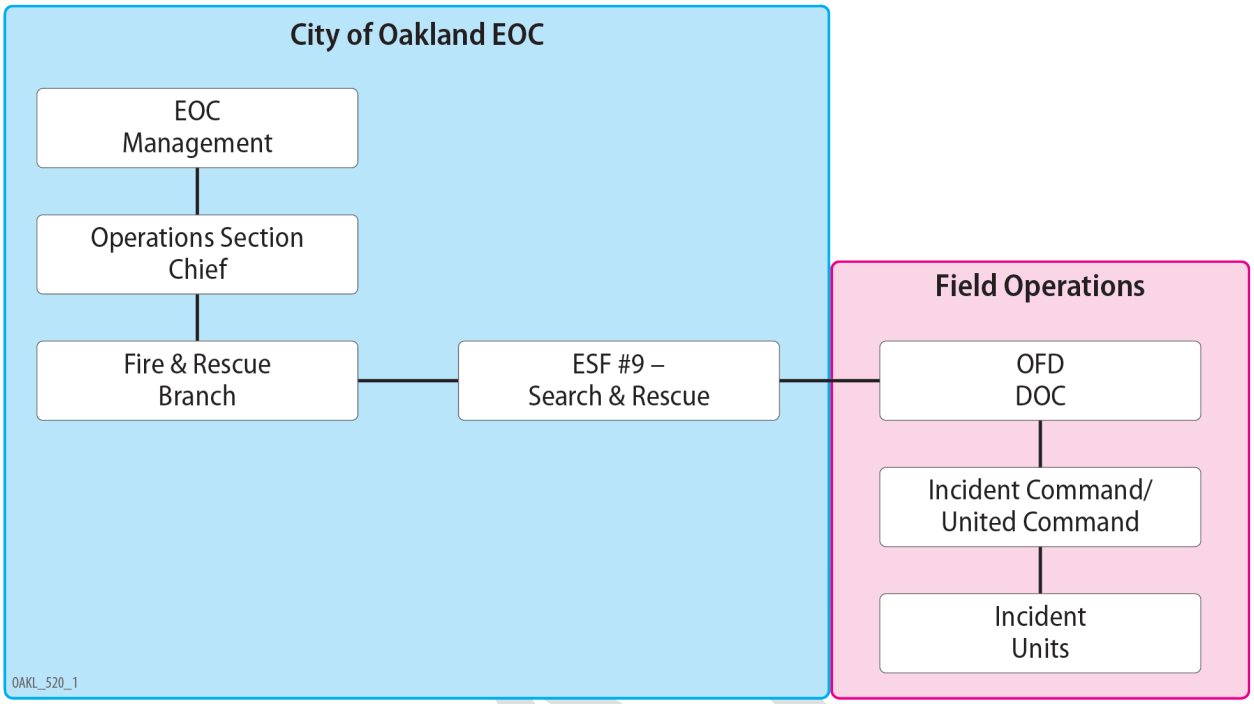

Figure 1: ESF #9 – Search and Rescue organization structure and information flow

C. Notification and Activation

ESF #9 – Search and Rescue can be activated partially or in whole by the Fire Chief in communication with the Emergency Manager and the City Administrator. In the event requiring citywide coordination of resources, the Fire Chief or the Emergency Manager will activate the EOC. Notification will then be issued to each department serves as the primary lead for Operations, Planning, Logistics, and Finance and Administration Sections. If necessary, the Operations Section Chief will notify and activate ESF #9 – Search and Rescue in concurrence with the Fire Chief.

The current City radio system is the primary communication system. All stations share common dispatch and tactical radio channels through the Fire Dispatch Center (FDC). In addition, all fire units have access to mutual aid frequencies. Alternate communications are available through mobile data terminals, cellular or public telephones, and pagers. Other notification will occur through concurrent lines of communication, using multiple channels, including the emergency notification system AC Alert and direct phone calls to department representatives.

ESF #9 – Search and Rescue is always in effect and response phases are activated when an incident requiring an elevated need for search and rescue coordination has occurred. The level of activation will be determined by the response needs and magnitude of the disaster.

D. Preparedness, Response, and Recovery Activities

The primary department, OFD, is responsible for coordinating and/or delegating the preparedness, response, and recovery activities of ESF #9 – Search and Rescue with the supporting entities.

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Phase	Activities
Preparedness	• OFD, in coordination with EMSD, will provide emergency plans and procedures to guide the activities of ESF #9 – Search and Rescue. ESF #9 – Search and Rescue will be updated annually and as needed. • Develop/review plans, procedures/guidelines, and policies for coordinating and managing search and rescue activities effectively under all hazards and conditions. • Coordinate programs and systems to process the inflow of search and rescue requests from departments and other ESFs in a timely fashion. • Participate in the development and implementation of search and rescue resource training and exercise programs for all first responders. • Support departmental training of staff to support ESF #9 – Search and Rescue. • Ensure lead department personnel are trained in their responsibilities and duties. • Coordinate planning with support departments. • Develop staffing procedures/guidelines and checklists. • Develop and maintain a list of resources required for the activation of ESF #9 – Search and Rescue. • Ensure emergency responders are familiar with OFD and Federal Emergency Management Agency (FEMA) US&R procedures/guidelines, including the process required to activate FEMA US&R resources. • Coordinate with county, regional, state, and federal search and rescue assets and plans for reception of external assets. • Coordinate with the Regional Search and Rescue Working Group to assist in the credentialing of search and rescue professionals. • Develop public awareness programs to reduce the number of injuries, property loss, and accidents. • Maintain and refine formal mutual response agreements. • Assess critical infrastructure support systems, operation plans, and public concerns.
Initial Response (within the first 72 hours)	**Step 1: Identify and Assess** • The first unit on-scene, will establish command and begin the investigation process. • Establish ICS at the incident site and prepare a site safety plan. • Conduct initial rescues of non-injured and injured persons. • Assess the incident to determine the initial search and rescue operational equipment, response personnel, and resources. • In the case of Urban Search and Rescue operations, upon arrival on-scene, US&R teams will conduct the following operations:

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Phase	Activities
	1. Assess incident scene to determine rescue operation needs. 2. Establish ICS for the incident. 3. Assess stability for rescue operations and determine resource needs. 4. Request resources (through the EOC Logistics Section or mutual aid, as applicable). 5. Prioritize immediate rescues. 6. Prepare Site Safety Plan. 7. As necessary, conduct emergency building shoring to protect emergency responders during rescue operations. 8. Conduct operations for rescue/removal of injured victims. This may consist of: ○ Lifting/moving heavy objects ○ Breaching concrete or steel ○ Trenching ○ Searching ○ Rope rescue ○ Identification ○ Locating of trapped victims 9. Conduct patient packaging and transfer. **Step 2: Acquire Resources and Coordinate with EOC** • ESF #9 – Search and Rescue will coordinate with the field responders to identify specific response requirements and will provide assistance based on priorities set by the IC. • Assign ICS positions and serve as Section Chief as directed by incident command. • Deploy resources to the incident site. • Verify inventories of available search and rescue resources and provide a summary listing to the IC and the EOC Planning Section Chief. • Request resources from other ESFs and supporting City departments, if available. • Determine search and rescue mutual aid needs. • Request mutual aid from the Operational Area and/or from neighboring counties. • Coordinate with ESF #7 – Resources to obtain equipment and supplies needed for both urban and non-urban search and rescue missions as needed.

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Phase	Activities
	• ESF #9 – Search and Rescue will provide resources, using the equipment and capabilities available to it, to support its mission. In the case where a conflict of priorities develops because of more than one department or site, needing the same resource, the EOC policy group will prioritize the allocation of resources. • Coordinate with ESF #1 – Transportation to transport personnel and equipment to the affected area(s) as needed. **Step 3: Collect and Share Information** • Get information from field response personnel and responding departments/external agencies. • Share information with ESF #15 – Public Information to disseminate to the media, the public, the private sector, government and elected officials. Gather information from ESF #15 – Public Information on all search and rescue activities. • Provide situational awareness to ESF #5 – Management.
Continued Response **(3+days)**	**Step 4: Continue to Respond, Coordinate, Track, and Share Information** • Coordinate with county, state, volunteer, federal, and international search and rescue personnel as needed. This includes consulting with subject matter experts (SMEs) as needed. • Provide situation updates to the Operation Section Chief. • Continue to coordinate with ESF #15 – Public Information to provide search and rescue information releases. • Track committed resources for possible redeployment. • Provide situational awareness to ESF #5 – Management. • Draft recommendations for After Action Reports and other reports. • Assist with the identification, tracking, and reporting on survivors and casualties of the disaster. • Coordinate Critical Incident Stress Management (CISM) resources to provide emotional and other support to peers and others who have experienced loss or may be experiencing undue stress due to one or more traumatic incident.
Recovery	• Coordinate with the Alameda County Sherriff's Office Coroner's Bureau for the identification, tracking, and reporting of casualties. This includes coordination with DMORT teams if activated. • Coordinate with the Military Para-Rescue Teams, if activated. • Develop strategies, in coordination with ESF #5 – Management, for supporting recovery operations. • Recovery operations involving search and rescue resources will be based on the availability of resources that do not conflict with response operations.

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E. City Department Specific Roles and Responsibilities

The following table outlines the roles and responsibilities of City departments that have a role in the coordination and execution of ESF #9 – Search and Rescue responsibilities.

All departments are expected to develop supporting plans and procedures to help them meet the roles and responsibilities outlined below.

Department	Roles and Responsibilities
Oakland Fire Department	☐ Direct and coordinate the overall search and rescue response effort in the affected area. ○ Mobilize and deploy Oakland resources. ○ Coordinate overall Search and Rescue operations for the City of Oakland. This includes coordinating with state and federal resources as they are activated. ○ Coordinate with police, emergency management, and other government officials to assist in locating missing or trapped victims. ☐ Provide assistance regarding the process required to activate FEMA US&R resources. ☐ Assess situation and develop strategies to respond to the emergency. ☐ Implement the priorities of the EOC Action Plan assigned to the US&R Unit of the Fire and Rescue Branch. ☐ Request mutual aid through the Operational Area Fire and Rescue Mutual Aid Coordinator. ☐ Upon request, send OFD representative(s) to staff the Operational Area EOC Fire and Rescue Branch and/or the US&R Unit. ☐ Coordinate EMS activities at the incident site, including: ○ Provide emergency medical care at the incident site. ○ Provide triage at the scene in coordination with ESF #9 – Search and Rescue. ○ Transport victims to the nearest hospital. ○ Provide assistance with rescue operations if requested.
Oakland Police Department	☐ Secure the scene and provide security for the disaster area in which search and rescue activities will be conducted. ☐ Provide force protection as needed for special teams deployed in to the City of Oakland. ☐ Gather information regarding missing persons and the circumstances surrounding their disappearance.

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Department	Roles and Responsibilities
Oakland Public Works Department **Oakland Department of Transportation**	☐ Provide equipment that can be used for search and rescue (such as specialized power tools, hand tools, electrical, heavy rigging, ropes, safety, etc.) when requested by ESF #9 – Search and Rescue. Refer to the FEMA US&R Equipment Cache List. ☐ Provide emergency shoring of infrastructure to support search and rescue operations. ☐ Provide personnel and equipment support to support the emergency removal of debris. ☐ Assist with ESF #9 – Search and Rescue preparedness activities.
Planning and Building	☐ Provide structural engineers to advise local US&R on structural collapse activities and resources.
Emergency Management Services Division	☐ Activate the EOC. ☐ Provide coordination and support to other departments/external agencies as necessary. ☐ If the Alameda County Operational Area EOC has been activated, provide coordination between City and Alameda County Operational Area EOCs.

F. External Supporting Entities Roles and Responsibilities

The following external entities may provide support, services, situation reports, information, and/or resources to the City of Oakland, based on their expected roles and responsibilities and availability, through coordination with the Alameda County Operational Area.

Agency/Department	Roles and Responsibilities
Alameda County Fire Department	☐ Support search and rescue activities via services and/or resources when requested.
Alameda County Sheriff's Communication Team	☐ Provide assistance with rescue operations within the Operational Area to support City of Oakland response efforts.
Regional Urban Search and Rescue Teams • **Richmond Regional Task Force**	☐ Activate the team within the Operational Area to support City of Oakland response efforts and requests. ☐ Perform the location identification, rescue/extrication, and initial medical stabilization of victims trapped in confined spaces within the Operational Area to support City of Oakland response efforts and requests. ☐ Maintain certifications.

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Agency/Department	Roles and Responsibilities
California Emergency Medical Services Agency	☐ Provide EMS support for search and rescue activities support City of Oakland response efforts and requests (submitted via the Operational Area).
California Governor's Office of Emergency Services	☐ Support search and rescue requests from the Operational Area to fulfill City of Oakland requests for resources. ☐ Provides resources for responses to search for, locate, and rescue missing or lost persons, missing and downed aircraft, high angle rock rope rescue and investigations of missing person incidents that may involve criminal acts and water rescues within the Operational Area to fulfill City of Oakland requests. ☐ Provides resources for responses to search for, locate and rescue victims of structure collapse, construction cave-ins, trench, confined space, high angle structure rope rescue and similar emergencies and disasters and water rescues within the Operational Area to fulfill City of Oakland requests. ☐ Submit request for federal search and rescue assets. ☐ Send an Agency Representative to the City EOC if the Operational Area EOC is not activated; upon request and based on available resources.
Federal Urban Search and Rescue Teams • **CA-TF4**	☐ Activate the team in support of a request from Cal OES within the Operational Area to support City of Oakland response efforts and requests. ☐ Perform the location identification, rescue/extrication, and initial medical stabilization of victims trapped in confined spaces within the Operational Area to support City of Oakland response efforts and requests.
National Guard Enhanced Response Force Package	☐ Activate the Chemical, Biological, Radiological/Nuclear, and Explosive (CBRNE) - Enhanced Response Force Package (CERFP) through the state, if requested by the City of Oakland through the Operational Area. ☐ Provide response resources including searching an incident site (including damaged buildings); rescuing any casualties, decontaminating them, and performing medical triage and initial treatment to stabilize them for transport to a medical facility if requested by the City of Oakland through the Operational Area. ☐ Provide the IC with comprehensive expertise and capability in WMD response within the Operational Area to support City of Oakland response efforts and requests. This team is activated by Cal OES.

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Agency/Department	Roles and Responsibilities
Nonprofit/Private Sector Organizations: • **Hospitals and Medical Community** • **EMS Transporting Agencies/Organizations/ Private EMS Providers** • **California Explorer Search and Rescue**	☐ Coordinate search and rescue services and resources with ESF #9 – Search and Rescue and the Operational Area (if activated). Provide assistance as requested. ☐ Coordinate survivor transport, destination hospital arrival, and EMS resources with ESF #9 – Search and Rescue, as available. ☐ Maintain the status of open beds and report to the Oakland EOC for proper survivor placement. ☐ Assist with triage and initial medical care at the incident site, if requested and available. ☐ Support hotlines and family assistance center services. ☐ Provide services according to previously established contracts with the City of Oakland.

IV. Planning Assumptions

The following planning assumptions apply to the execution of ESF#9 – Search and Rescue:

- Search and rescue operations may require 24 hours a day resources and personnel.
- The large number of casualties or the heavy damage to buildings, structures, and the basic infrastructure will involve heavy rescue and direct search and rescue assistance to support state, county, and local authorities in conducting lifesaving and life supporting efforts.
- All stations share common dispatch and tactical radio channels through the FDC. Therefore, communications will likely be overwhelmed during the initial response phase.
- A region-wide mutual aid agreement is in place that is utilized by all search and rescue teams and ESF#9 – Search and Rescue assumes that it will be honored in a disaster situation.

V. Policies

The following policies, rules, and regulations apply to the execution of ESF #9 – Search and Rescue:

- ESF #9 – Search and Rescue coordinates the emergency response of a multitude of departments and organizations. As a result, it is impossible to list all of the policies that regulate the specific operations. Each primary and support department or organization in this ESF is responsible for developing department policies specific to their respective emergency operations.
- ESF #9 – Search and Rescue will assist in coordination with impacted departments without regard to race, color, national origin, religion, nationality, sex, age, disability, limited English proficiency, economic status, or sexual orientation.

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- Primary and support departments will provide sufficient personnel to staff the ESF #9 – Search and Rescue 24 hours per day, as necessary for the level of activation. The staff will be qualified persons able to facilitate decisions for the department they represent.
- Individuals staffing the EOC on behalf of ESF #9 – Search and Rescue departments and organizations should have extensive knowledge of the resources and capabilities of their respective departments and have access to the appropriate authority for committing department resources.

VI. References

The following agreements, procedure, plans, and guidelines apply to the execution of ESF#9 – Search and Rescue, in addition to references listed in the EOP:

- City of Oakland Emergency Operations Plan
- City of Oakland Fire Code
- Alameda County Fire Mutual Aid Plan
- Code of Federal Regulations 44 Part 208 for FEMA US&R Teams
- Cooperative Agreement with FEMA for CA-TF4 each Fiscal Year and Associated City Council Resolution
- Three Party MOU with Cal OES, FEMA, and the City of Oakland for CA-TF4
- California Master Mutual Aid Agreement
- California Code of Regulations Title 19, Health and Safety Code
- California Fire Code
- NFPA 1006: Standard for Technical Rescuer Professional Qualifications
- NFPA 1670: Standard on Operations and Training for Technical Search and Rescue

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I. Primary and Supporting Departments and External Entities

The following City of Oakland (City) departments have been identified as primary and supporting departments that will be responsible for carrying out the functions of Emergency Support Function (ESF) #10 – Hazardous Materials. The primary departments have significant authorities, roles, and resources to accomplish the scope of the ESF and have ongoing coordinating responsibilities throughout the preparedness, response, and recovery phases of incident management. Supporting departments are those entities with specific capabilities or resources that support primary departments in executing the mission of the ESF. Other departments may be called upon to support the ESF as necessary.

Refer to the Emergency Management Services Division (EMSD) 24-Hour Emergency Contact List for specific names and points of contact for each department and supporting entity below.

Role	Name of Departments	Department Contact
Primary City Department	Oakland Fire Department (OFD)	510-238-3856
Supporting City Departments	Oakland Police Department (OPD)	510-777-3333
	Oakland Public Works Department (OPW)	510-238-3961
	Oakland Department of Transportation (OakDOT)	510-238-2967
	Emergency Management Services Division	510-238-3938

The following *external* entities have been identified as supporting agencies that the City will coordinate with through the Operational Area:

Supporting Entities	Name of Agency	Contact
County	Alameda County Agricultural Commissioner	510-670-5232
	Alameda County Water District (ACWD)	510-668-4200
	Alameda County Department of Environmental Health (ACDEH)	510-567-6700
	Alameda County District Attorney	510-272-6222
	Alameda County Poison Control	800- 523 -2222
	Alameda County Sherriff's Office	510-272-6878
Regional	Bay Area Air Quality Management District (BAAQMD)	415-771-6000
	Regional Water Quality Control Boards	916-341-5057

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Supporting Entities	Name of Agency	Contact
State	California Coastal Commission	415-904-5200
	California Department of Fish and Game	916-445-0411
	California Department of Health Services	916-558-1784
	California Department Of Transportation (Caltrans)	916-654-5266
	California Governor's Office of Emergency Services (Cal OES)	State Warning Center 916-845-8911 (24/7)
	California Emergency Medical Services Authority	916-322-4336
	California Environmental Protection Agency	916-323-2514
	California Highway Patrol (CHP)	800-835-5247
	California National Guard	916-854-3000
	California Office of Environmental Health Hazard Assessment	916-323-2514
	California Office of Spill Prevention and Response	916-445-9338
	Public Utilities Commission	415-703-2782
	State of California Air Resources Board (ARB)	800-242-4450
	State of California Department Of Industrial Relations	866-924-9757
	State of California Department of Water Resources	916-653-5791
	State of California Division Of Oil, Gas And Geothermal Resources	916-322-1080
	State of California Fire Marshal	916-445-8200
	State of California Water Resources Control Board	916-341-5057
Federal	Department Of Energy	202-586-5000
	Public Utilities Commission	415-703-2782
	U.S. Army Corps of Engineers	202-761-0011
	U.S. Environmental Protection Agency	202-272-0167
Nonprofit Organizations	American Red Cross	Dispatch (24/7): 866-272-2237 Disaster Response Coordinator: Ed Silva 510-502-3123

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Supporting Entities	Name of Agency	Contact
	Salvation Army	562-436-7000
	Underground Service Alert of Northern California	800-227-2600
Other	Oakland International Airport	510-563-3300

II. Purpose

Emergency Support Function (ESF) #10 – Hazardous Materials describes the plan for the prevention of, preparation for, and response to hazardous materials incidents and threatened incidents.

This ESF identifies the key policies, concepts of operations, roles and responsibilities, and capabilities associated with ESF #10 – Hazardous Materials in the City of Oakland.

A. How to Use this ESF

- Review the entire document and identify the roles and responsibilities for your department.
- Prior to an incident, identify necessary capabilities (staff, plans, procedures, training, equipment) that your department will need to be able to implement the assigned roles and responsibilities.
- Immediately after being notified of an incident, refer to this document as a reminder of roles and responsibilities. Follow established supporting plans and procedures. Remain flexible as each incident is unique and may require you to modify your approach.

B. Scope

This ESF delineates responsibilities, actions, authority, and information required to meet local government's obligation to protect the health and safety of emergency response personnel as well as the populace, the living and natural resources (environmental), and public and private property from incidents involving hazardous materials. Specific operating procedures, guidelines, and protocols are addressed in documents maintained by the participating organizations.

The scope of ESF #10 – Hazardous Materials is to ensure the City of Oakland meets state requirements as detailed in the California Health and Safety Code (H&SC), Article 1, California Code of Regulations (CCR), Title 19, Division 2, Chapter 4, Article 3. Specific objectives of the plan are:

- Describe pre-emergency preparations, concept of operations, organizations, and supporting systems required to implement the plan.
- Provide information for a coordinated and integrated response to hazardous materials accidents, releases, or threatened releases.
- Define roles, responsibilities, and authority of participating departments.
- Communicate established lines of authority, communication, and coordination when this plan is in effect.

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- Provide specific information about facilities within the City of Oakland that handle large quantities of toxic and flammable gases or other hazardous materials that may pose the greatest risk to the community.
- Provide for accurate and timely information concerning the release or threatened release of a hazardous material to the news media and the public.
- Communicate established provisions for training of emergency response personnel.
- Provide information for evacuation planning.
- Provide a listing for and description of available emergency response supplies and equipment.
- Provide for incident critiques and follow-up.

III. Concept of Operations

A. General

- ESF #10 – Hazardous Materials is organized to be consistent with the State Operations Center (SOC) and requirements of the National Response Framework (NRF), the Standardized Emergency Management System (SEMS), the National Incident Management System (NIMS), and the Incident Command System (ICS) in order to provide incident assessment, planning, procurement, deployment, coordination and support operations to the City of Oakland through the Hazardous Materials Response Team (HMRT), the Alameda County Response Team, and State Emergency Response Teams to ensure a timely and appropriate response to an emergency or situation.
- Throughout the response and recovery periods, ESF #10 – Hazardous Materials will evaluate and analyze information regarding the securing, removing, and disposing of the hazardous materials response, develop and update assessments of the hazardous materials situation and status of the impact area, and do contingency planning to meet anticipated demands or needs.
- When an incident requires a specific type or response mode, technical and subject matter expertise may be provided by an appropriate person(s) with skills pertinent to the type of incident, who will advise and/or direct operations within the context of the Emergency Operations Plan (EOP) structure.
- Oakland Fire Department is the primary emergency response department for HAZMAT incidents and will coordinate with the Unified Command. Alameda County Department of Environmental Health (ACDEH) is the Certified Unified Program Agency (CUPA) for the City of Oakland. The ACDEH CUPA will provide technical guidance and information to emergency response personnel on issues pertaining to the storage and use of hazardous materials at regulated businesses within their jurisdiction.

B. Organization

- ESF #10 – Hazardous Materials will organize under the leadership of the OFD. OFD personnel assigned to the EOC will provide daily direction for all assigned missions. OFD, in coordination with EMSD, should develop an organizational structure for directing, planning, implementing, and monitoring missions assigned by EMSD, according to the ESF concept.
    - The primary department will provide direction for the operation of the ESF, assign ESF #10 – Hazardous Materials personnel to the requests for assistance, and ensure requests for assistance are met, documented, and prioritized. ESF #10 – Hazardous Materials will

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establish liaisons with other appropriate ESFs and maintain open communications with these ESFs in both the planning and operational phases.

- The support departments assigned to ESF #10 – Hazardous Materials will assist the EOC in providing resource support after a major disaster or emergency. The composition of the support departments for ESF #10 – Hazardous Materials may change as a result of the event planning process. The departments identified in this ESF will constitute the basis for providing resource support assistance to departments/external agencies following a major disaster or emergency.
- All supporting departments will operate under the leadership of their respective primary department representative located at the EOC. However, each department represented will be expected to activate and direct its response resources in accordance with its department's operating procedures.

- The OFD HMRT will provide coordination and technical services to ensure safety and protect the environment and property in response to hazardous materials incidents. Additionally, the HMRT provides recommendations and assistance in the areas of isolation, notification, identification, and hazard assessment, protective actions, containment and mitigation, and cleanup. The HMRT, with the assistance of OPW, carries out the following specific functions:
  - Provide advice to the IC regarding scene management and coordination of resources.
  - Notify appropriate emergency response and regulatory agencies.
  - Provide site assessment that includes identification of hazardous materials and evaluation of the possible hazards.
  - Implement safety measures to protect emergency responders and the public.
  - Implement safe containment and control actions.
  - Ensure proper cleanup and disposal of hazardous materials in accordance with the Health and Safety Code and City of Oakland Hazardous Materials Ordinance.

Figure 1 shows the organization structure and the flow of information for ESF #10 – Hazardous Materials.

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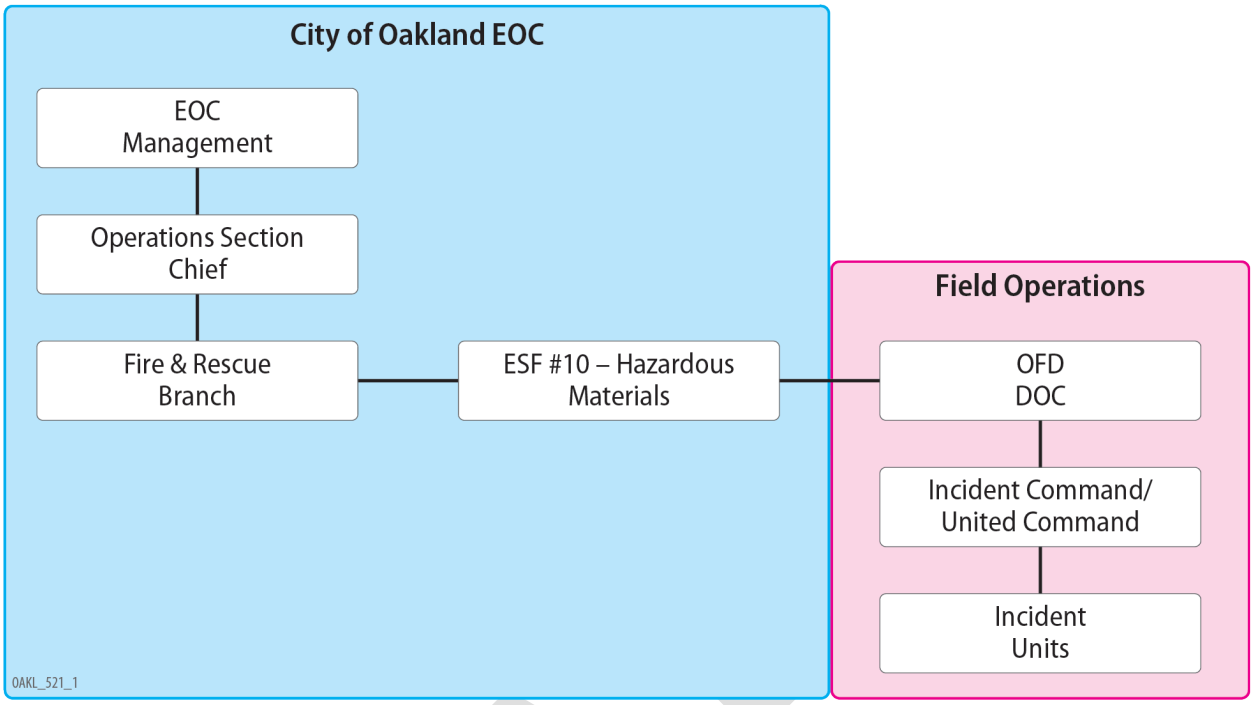

Figure 1: ESF #10 – Hazardous Materials organization structure and information flow

C. Notification

ESF #10 – Hazardous Materials can be activated partially or in whole by the Fire Chief in communication with the Emergency Manager and the City Administrator. In the event requiring citywide coordination of resources, the EOC Director or the Emergency Manager will activate the EOC. Notification will then be issued to each department that serves as the primary lead for Operations, Planning, Logistics, and Finance and Administration Sections. If necessary, Operations Section Chief will notify and activate ESF #10 – Hazardous Materials with the Fire Chief's concurrence.

Notification will occur through concurrent lines of communication, using multiple channels, including the emergency notification system AC Alert and direct phone calls to department representatives.

ESF #10 – Hazardous Materials is always in effect with response phases activated as determined by any incident requiring an elevated need for hazardous materials coordination. The level of activation will be determined according to the needs and magnitude of the disaster.

D. Preparedness, Response, and Recovery Activities

The primary department, OFD, is responsible for coordinating and/or delegating the preparedness, response, and recovery activities of ESF #10 – Hazardous Materials with the supporting entities.

Phase	Activities
Preparedness	• Provide emergency plans and procedures to guide the activities of ESF #10 – Hazardous Materials. Review the ESF #10 – Hazardous Materials annually and update as needed.

Phase	Activities
	• Develop/review plans, procedures/guidelines, and policies for coordinating and managing activities associated with ESF #10 – Hazardous Materials effectively under all hazards and conditions. • Participate in planning with ESF #10 – Hazardous Materials support departments and other ESFs to refine hazardous materials operations. • Maintain standard operating procedures (SOPs) for hazardous material responses. • Ensure lead department personnel are trained in their responsibilities and duties. • Conduct training and exercise for EOC and HMRT members. • Ensure all departments have trained staff to support ESF #10 – Hazardous Materials. • Develop and present training courses for ESF #10 – Hazardous Materials personnel. • Prepare and maintain emergency operating procedures, resource inventories, personnel rosters, and resource mobilization information necessary for implementation of the responsibilities of the lead department. • Provide information on critical facilities to Emergency Management Services Division. • Participate in vulnerability analysis at critical facilities and make recommendations to improve the physical security. • Maintain liaison with support departments. • Develop staffing procedures/guidelines and checklists.
Initial Response (within the first 72 hours)	**Step 1: Initial identification, notification/alert, and Primary Department coordination** • The primary department convenes appropriate representatives as soon as possible (within two hours of notification, if possible) to develop a plan for providing the support required. This can be conducted via an emergency conference call or by physically locating at the EOC as appropriate. • Assign ICS positions and serve as Section Chief as directed by incident command. • The Fire Dispatch Center (FDC) will follow the Dispatch Center Guidelines listed in the Hazardous Material SOP Guidebook. • The first arriving officer will follow the First Responder Guidelines listed in the Hazardous Material SOP Guidebook. • The Incident Commander (IC) will follow the Initial Size-Up Guidelines listed in the Hazardous Material SOP Guidebook. This includes the rescue and treatment of victims, fire control/extinguishment, control of

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Phase	Activities
	contamination spread, and alerting responsible experts/external agencies. • The IC will develop an Incident Action Plan (IAP) by following the Action Plan Guidelines listed in the Hazardous Material SOP Guidebook. • The Hazardous Materials Group Supervisor will decide the level of incident and the HMRT will handle the incident within the parameters listed in the Hazardous Material SOP Guidebook. • At the city level, ESF #10 – Hazardous Materials focuses initially on the following actions: ○ Confirm members of city, county, and regional ESF #10 – Hazardous Materials Response Team are notified. ○ Ensure that OFD (primary department) is ready to support response activities and to coordinate with the Incident Command Post (ICP). ○ Establish and maintain a system to support on-scene direction, control, and coordination with the field units, the EOC, the Alameda County EOC, SOC, and other coordination entities as appropriate. ○ Coordinate evacuation or shelter-in-place for the public with ESF #13 – Law Enforcement. ○ Coordinate evacuation or shelter-in-place messaging to the public with ESF #15 – Public Information. ○ Establish communications with the affected regional ESF #10 – Hazardous Materials elements. ○ Preposition response resources when it is apparent that hazardous materials response resources will be necessary. ○ Relocate hazardous materials response resources when it is apparent that they are endangered by the likely impacts of the emergency. • Coordinate the mutual aid requests from the field to the Operational Area. **Step 2: Supporting Department coordination** • Assign ICS/EOC positions, as required. • Perform department -specific duties as assigned by the IC, the Department Operations Center (DOC), or the EOC, including: ○ Crowd control in and around the affected area ○ Traffic control around the affected area ○ Evacuation support including transportation, equipment, and viable evacuation routes ○ Crime scene investigation if criminal behavior is suspected

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Phase	Activities
	○ Coordination with healthcare facilities that are receiving victims ○ Providing subject matter experts (SMEs) to identify and categorize unknown substances ○ Providing resources to contain or absorb the hazardous materials **Step 3: Share information with the public** • Provide information on the hazardous material, the impacted areas, the response activities, evacuation procedures (if needed), shelter-in-place procedures (if necessary), and other hazardous materials related information to ESF #15 - Public Information as appropriate.
Continued Response **(3+days)**	**Step 4: Continue to coordinate, monitor, track, and share information on the hazardous materials response** • Receive damage information from reconnaissance teams, other ESFs, the Operational Area, and other hazardous material response entities. • Identify and validate ESF support needs and establish response priorities. • Work with the Operational Area to maximize the use of available regional assets and identify resources required from outside the city, including county, state, federal agencies, and the private sector. • Initiate actions to locate and move resources into the incident area. • Maintain close coordination with the joint field office (JFO) to share information and ensure effective response to requests for assistance. • Continue to coordinate on-scene response operations at the ICP as described under the policies section. Because of the potential need for ESF #10 – Hazardous Materials to respond to numerous simultaneous events, including terrorism incidents, the on-site command must coordinate all significant actions with the ESF #10 – Hazardous Materials regional lead as time permits. Significant actions are considered those that relate to competition for and commitment of key interagency resources not under the on-site command's control. ESF #10 – Hazardous Materials will make recommendations to state officials as to protective actions or actions that could affect other regional or national response activities or priorities. • Track committed resources and provide information to ESF #5 – Management. • Keep accurate logs and records of emergency responses. Prepare and process reports using established procedures, giving attention to matters that will be of interest in after action reports. • Draft recommendations for after action reports and other reports as appropriate. • Consult with all SMEs at the local, county, state, federal, and private level on continued response actions.

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Phase	Activities
	• Coordinate with ESF #15 – Public Information to update the media with information on the hazardous materials response efforts, evacuation updates, reentry points, and safety information.
Recovery	• Continue to provide support as required until response activities are concluded. • Initiate financial reimbursement process for these activities when such support is available.

E. City Department Specific Roles and Responsibilities

The following table outlines the roles and responsibilities of City departments that have a role in the coordination and execution of ESF #10 – Hazardous Materials.

All departments are expected to develop supporting plans and procedures to help them meet the roles and responsibilities outlined below.

Department	Roles and Responsibilities
Oakland Fire Department	☐ Direct, coordinate, and integrate the overall city hazardous materials response in the affected areas(s). ☐ Develop and maintain a roster of personnel to staff ESF #10 – Hazardous Materials. Sufficient staffing should be available for 24-hour-a-day operations. ☐ Coordinate with dispatch to: ○ Notify and dispatch appropriate personnel to the scene of a hazardous materials incident or emergency. ○ Act as the initial message and information relay point between the first responding public safety agencies and all other responding departments. ○ Maintain documentation outlining their established procedures and protocols for hazardous materials incidents including the alert/notification of city, county, state and federal resources, as appropriate. ○ Dispatch all requests for mutual aid. Requests for fire or police mutual aid are already contained within existing agreements as part of the State Master Mutual Aid Agreement. ☐ Coordinate with the fire chief liaison to support the following: ○ Rapidly size up the situation to determine the need to evacuate. ○ Determine evacuation perimeters. ○ Determine the number and location of shelter sites and communicate the locations to ESF #5 – Management. Use the CAD Info Shelters or the Red Disaster Operations Manual for shelters and maps.

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Department	Roles and Responsibilities
	○ Order evacuation. ○ Provide or request resources required. ○ Establish police liaison. ○ In coordination with ESF #5 – Management, order the alert of other appropriate departments. ○ Expand the command organization to meet the incident/evacuation needs. ○ Establish an evacuation plan and communicate the plan to the appropriate ESFs and department and external agency liaisons. ○ Monitor, support, and revise the evacuation process as necessary. ○ Evacuate persons from the area of greatest danger first. ○ Assign specific areas to evacuate in order to avoid duplication or missed areas. Use the OFD map book, either page numbers (NE0107) or the Thomas Brothers page and coordinates. ○ Provide the transportation necessary for evacuees. ☐ Tabulate and maintain a list of all city hazardous materials response resources and their locations. ☐ Provide a system for recording requests for assistance, who was assigned to respond to the request, and the action taken. ☐ Establish a protocol for prioritizing response activities.
Oakland Police Department	☐ Isolate the incident and secure the scene perimeter to prevent unauthorized persons from entering or exiting the incident. ☐ Initiate actions (evacuation or shelter-in-place) to protect persons immediately threatened by the incident. ☐ Coordinate removal of disabled vehicles from roadways. ☐ . ☐ Provide a ranking officer to the incident command post. ☐ Provide a ranking officer to the Evacuation Sector/Evacuations Branch. ☐ Provide a communication system for police resources. ☐ Provide police resources needed for evacuation. ☐ Provide traffic control and traffic routing. ☐ Provide perimeter security. ☐ Provide evacuation zone security. ☐ Provide transition team to initiate crime scene investigation.
Oakland Public Works Department	☐ Assist the HMRT as available with boundary management or access restriction. ☐ Provide information about city-maintained public infrastructure and civil engineering matters.

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Department	Roles and Responsibilities
	☐ Provide heavy equipment and personnel, as necessary. ☐ Assist in damage assessment. ☐ Coordinate any necessary water quality sampling following a spill that reaches the storm drain system, creek, or Lake Merritt. ☐ Coordinate arrangements with contractors for the cleanup and disposal of spilled materials on city property.
Oakland Department of Transportation	☐ Assist OPD in providing barricades and traffic control supplies and services as long as the OakDOT personnel are not exposed to the hazardous materials. ☐ Provide information about city-maintained roadways. ☐ Maintain 24/7 response capability and all necessary equipment for road repair and maintenance. ☐ May invoke authority under the Streets and Highways Code to remove or cause to be removed any "encroachment" on city-maintained streets. (Authority to remove spilled cargo is thus implied.) May contain, remove or authorize a private company to remove all material spilled on a street under the authority of the H&S Code, Section 940, which authorizes a City Council to have general supervision, management, and control of city streets. This authority is delegated to the Department of Transportation. ☐ May close a city street to all traffic as per H&S Code, Section 942.5.
Emergency Management Services Division	☐ Activate the EOC. ☐ Provide coordination and support to other departments/external agencies as necessary. ☐ If the Alameda County Operational Area EOC has been activated, provide coordination between the City and Alameda County Operational Area EOCs.

F. External Supporting Entities Roles and Responsibilities

The following external entities may provide support, services, situation reports, information, and/or resources to the City of Oakland, based on their expected roles and responsibilities and availability, through coordination with the Alameda County Operational Area.

Supporting Entity	Roles and Responsibilities
Alameda County Agricultural Commissioner	☐ Provide technical assistance on pesticide-related incidents and assist with cleanup procedures if requested by the IC.
Alameda County Water District	☐ When requested by the IC, the ACWD will provide SMEs to assist with spills which may impact the groundwater resources in their jurisdictional area.

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Supporting Entity	Roles and Responsibilities
	☐ Provide technical assistance at the scene concerning migration of contaminants and the impact on drinking water resources within the Operational Area to respond to requests from the City of Oakland. ☐ Perform duties under the cooperative agreement with the City of Oakland concerning investigation and mitigation of leaking underground tank fuel cases and spills. Generally, OFD has jurisdiction for cleanup if the spill is in the top three feet of the ground surface. For spills that either migrate or extend deeper than three feet, the case is referred to the ACWD. ☐ Conduct follow-up investigation of spilled materials if it could impact groundwater resources within the Operational Area to respond to requests from the City of Oakland. ☐ Issue permits for borings, drilling wells, or destroying wells within the Operational Area to respond to requests from the City of Oakland.
Alameda County Department of Environmental Health	☐ Serve as the CUPA for OFD. ☐ Support inspections and enforcement for clean water compliance after an incident within the Operational Area to respond to requests from the City of Oakland. ☐ Monitor all food being used in the response effort to ensure safety and quality within the Operational Area to respond to requests from the City of Oakland. ☐ Provide the use of the mobile food units if requested within the Operational Area to respond to requests from the City of Oakland.
Alameda County District Attorney	☐ Prosecute any environmental crime cases within the Operational Area to respond to requests from the City of Oakland for assistance with environmental criminal prosecution. ☐ Advise the IC on legal issues involving enforcement of criminal and quasi-criminal environmental protection laws. ☐ Consult and advise the IC regarding federal, state and local police agencies which may have responsibilities for the investigation and/or enforcement of criminal and quasi-criminal environmental protection laws. ☐ Work with state and federal enforcement officials to determine appropriate enforcement response within the Operational Area to respond to requests from the City of Oakland for enforcement response requests. ☐ Consult with the IC or other investigators regarding legal issues involved in the investigation of environmental crimes, including evidence collection; evidence preservation; examination and evaluation of evidence, and preparation of search warrants.

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Supporting Entity	Roles and Responsibilities
	☐ Assist in formulation and coordination of resources damage assessment as such assessment may relate to the issue of restitution in criminal and quasi-criminal matters within the Operational Area to respond to requests from the City of Oakland. ☐ Provide support to the area-wide hazardous materials task force with bay area counties. Task force members may be called to assist with the investigation of environmental crimes within the Operational Area to respond to requests from the City of Oakland. ☐ Conduct an independent investigation (if necessary) to determine whether state or local laws have been violated. Coordinate with ACDEH as the CUPA on environmental crime cases.
Alameda County Poison Control	☐ Provide access to the toxicology library and immediate access to expert consultants for evaluating, assessing and medically managing health exposures associated with hazardous materials spills within the Operational Area to respond to requests from the City of Oakland. ☐ Provide drug identification for law enforcement within the Operational Area to respond to requests from the City of Oakland. ☐ Provide the status of hospitals' capabilities for handling hazardous materials victims within the Operational Area to respond to requests from the City of Oakland. ☐ Assist in identifying field decontamination methods that could be used before transporting people exposed to a hazardous material within the Operational Area to respond to requests from the City of Oakland for field decontamination.
Alameda County Sherriff's Office	☐ Provide coordination for the operational area's response to a hazardous materials incident to support the City of Oakland resource requests. ☐ Support the Oakland EOC as requested. ☐ Perform coroner's services within the Operational Area to respond to requests from the City of Oakland. ☐ Provide support for criminal investigations related to the incident within the Operational Area to respond to requests from the City of Oakland.
Bay Area Air Quality Management District	☐ Immediately respond to investigate, document, and quantify emissions from the incident within the Operational Area to respond to requests from the City of Oakland. ☐ Analyze field samples within the Operational Area to respond to requests from the City of Oakland. ☐ Provide expert technical advice on hazardous air emissions within the Operational Area to respond to requests from the City of Oakland.

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Supporting Entity	Roles and Responsibilities
Regional Water Quality Control Boards	☐ Protect and improve the surface and ground water resources throughout the Operational Area to support the City of Oakland water resources. ☐ Provide expert advice on the impact of the incident on water resources, including the nature of potential effects and expected timing within the Operational Area to respond to requests for assistance from the City of Oakland. ☐ Conduct water sampling, monitoring, analysis, and assessment functions to assist in evaluating or mitigating the problem within the Operational Area to respond to requests from the City of Oakland. ☐ Provide advice for the SAC of critical water uses in the area that might be affected by the spill so that special countermeasures can be taken within the Operational Area to respond to requests for critical water from the City of Oakland. ☐ Assist the Department of Health Services in advising critical water users of the situation within the Operational Area to support City of Oakland residents of sanitation issues. ☐ Utilize statutory and regulatory authority to cause cleanup; impose cease and desist or abatement orders; release available funding for appropriate functions; assess fines; and press for recovery of costs for abatement, mitigation, or contract cleanup within the Operational Area to respond to requests from the City of Oakland.
California Environmental Protection Agency • **Department Of Toxic Substances Control** • **Department Of Pesticide Regulation**	☐ Respond to incidents involving facilities or activities where the division has permitting or enforcement responsibility within the Operational Area to support the City of Oakland response efforts. ☐ Provide technical advice on the safe handling of hazardous materials at the scene of an incident within the Operational Area to support the City of Oakland response efforts. ☐ Assist the local public health personnel when the incident threatens public health within the Operational Area to support the City of Oakland response efforts. ☐ Provide technical advice regarding the proper disposal of hazardous waste resulting from the incident within the Operational Area to support the City of Oakland response efforts. ☐ Evaluate requests for financial assistance for emergency response within the Operational Area to support the City of Oakland financial assistance requests. ☐ Provide medical advice and assistance on pesticide exposures and acts as liaison with practicing physicians regarding pesticide illness and treatment within the Operational Area to support the City of Oakland response efforts.

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Supporting Entity	Roles and Responsibilities
California Office of Environmental Health Hazard Assessment	☐ Assess health effects and characterize risk to public health and the environment from toxic chemical releases in the environment within the Operational Area to support the City of Oakland response efforts. ☐ Provide chemical risk characterization information within the Operational Area to support the City of Oakland response efforts. ☐ Provide information on public health risk and environmental threats of hazardous substances within the Operational Area to support the City of Oakland response efforts. ☐ Identify health effects including those that may cause discomfort, disability, or are life threatening within the Operational Area to support the City of Oakland response efforts. ☐ Assist responders in assessing potential exposures to inform decisions on sheltering in place, evacuation, and reentry within the Operational Area to support the City of Oakland response efforts. ☐ Assist in environment assessment, deterring health and environmental consequences of breakdown products, reaction products and intermediate transfers within the Operational Area to support the City of Oakland response efforts. ☐ Prepare Chemical Emergency Response Fact Sheets that relate airborne levels of toxicants to categories of risk, such as the protective action level, life-threatening effect level, and safe community reentry level within the Operational Area to support the City of Oakland response efforts. ☐ OEHHA scientists may be contacted at any time to assist responding agencies within the Operational Area to support the City of Oakland response efforts.
California National Guard • **95th Civil Support Team**	☐ Assist in the evacuation of threatened areas within the Operational Area to support the City of Oakland response efforts. ☐ Provide assistance to civil law enforcement operations, including access control of restricted or evacuated areas within the Operational Area to support the City of Oakland response efforts. ☐ Assist in caring for people from evacuated areas by operating a field kitchen, providing shelter and feeding operations at available military department facilities, and assisting the American National Red Cross and local welfare agencies within the Operational Area to support the City of Oakland response efforts. ☐ Provide medical assistance within the Operational Area to support the City of Oakland response efforts. ☐ Provide assistance in communications within the Operational Area to support the City of Oakland response efforts.

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Supporting Entity	Roles and Responsibilities
	☐ Provide technical advice and resources for handling and disposing of explosives within the Operational Area to support the City of Oakland response efforts.
California Department of Water Resources	☐ Initiate corrective actions to mitigate an incident impacting the State Water Project within the Operational Area to support the City of Oakland response and recovery efforts. ☐ Provide access routes to the project and a list of protection priorities to mitigate the spread of any pollutant affecting the project within the Operational Area to support the City of Oakland response efforts.
California Emergency Medical Services Authority	☐ Provide general guidelines for the triage and handling of contaminated/exposed patients within the Operational Area to support the City of Oakland response efforts. ☐ Support training within the Operational Area in the techniques relating to handling contaminated patients and limiting the spread of contamination within medical facilities within the City of Oakland.
California Department of Health Services • **Radiologic Health Section**	☐ Evaluate the incident to determine the appropriate response necessary to protect human health and the environment within the Operational Area to support the City of Oakland response efforts. ☐ Provide technical assistance to local agencies, licensees and others within the Operational Area to support the City of Oakland response efforts. ☐ Support field response and coordinate with local, state, and federal agencies within the Operational Area to support the City of Oakland response efforts. ☐ Monitor functions to ensure appropriate mitigation actions are taken to limit the exposure of the public and emergency service personnel within the Operational Area to support the City of Oakland response efforts. ☐ Provide information to the public and others regarding the technical details of the incident within the Operational Area to support the City of Oakland response efforts. ☐ Investigate the cause of the incident within the Operational Area to support the City of Oakland response efforts. ☐ Supervise and oversees cleanup functions to ensure that involved facilities and public property are returned to a safe condition within the Operational Area to support the City of Oakland response efforts.
California State Fire Marshal	☐ Provide technical assistance on fire and life safety issues within the Operational Area to support the City of Oakland response efforts. ☐ Cooperate with other agencies to provide communications and laws/code enforcement support within the Operational Area to support the City of Oakland response efforts.

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Supporting Entity	Roles and Responsibilities
	☐ Investigate all fires in state-owned or occupied buildings and, upon request, assists local agencies jurisdictions with their fire investigations within the Operational Area to support the City of Oakland response efforts.
California Division Of Oil, Gas And Geothermal Resources	☐ Determine actions necessary to control and secure the source within the Operational Area to support the City of Oakland response efforts. ☐ Advise and counsels the SAC of corrective actions necessary to mitigate the incident within the Operational Area to support the City of Oakland response efforts. ☐ Consult with the State Lands Commission and other agencies in the event major corrective actions are necessary to mitigate a release of oil onto state lands within the Operational Area to support the City of Oakland response efforts.
California Emergency Management Agency	☐ Update and maintain the State of California Hazardous Materials Incident Contingency Plan with technical input from the state Interagency Advisory Committees. ☐ Coordinate with CHP to notify and alert state and federal agencies regarding a hazardous materials incident within the Operational Area to support the City of Oakland response efforts. ☐ Provide training assistance to the City of Oakland including preparation and distribution of special notices concerning unusual incidents or response techniques. ☐ Support public information and press release within the Operational Area to support the City of Oakland response efforts. ☐ Coordinate state mutual aid to the Operational Area to support the City of Oakland response efforts. ☐ Assist in coordinating state radiological monitoring of areas, personnel, and equipment within the Operational Area to support the City of Oakland response efforts. ☐ Assist in assessing the radiological situation within the Operational Area to support the City of Oakland response efforts. ☐ Operate the California Warning Center to support the City of Oakland response efforts. ☐ Provide dosimeters and portable radiation detection equipment to state and local agencies that have emergency response assignments within the Operational Area to support the City of Oakland equipment needs. ☐ Send an department representative to the City EOC if the Operational Area EOC is not activated; upon request and based on available resources.

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Supporting Entity	Roles and Responsibilities
California Highway Patrol	☐ Provide support to ESF #1 – Transportation during and after a hazardous materials incident on roadways within the Operational Area to support the City of Oakland response efforts. ☐ Serve as IC and statewide information, assistance, and notification coordinator, function as the SAC for highway spills, if requested by the Operational Area to support the City of Oakland response efforts. ☐ Evaluate and report all highway and freeway road conditions within the Operational Area to support the City of Oakland response efforts. ☐ Provide traffic control in support of evacuation and/or relocation within the Operational Area to support the City of Oakland response efforts. ☐ Reroute traffic under CHP jurisdiction in coordination with local authorities within the Operational Area to support the City of Oakland response efforts. ☐ Prevent unauthorized entry into contaminated areas as requested by local authorities within the Operational Area to support the City of Oakland response efforts, ☐ Assist local authorities in maintenance of law and order within the Operational Area to support the City of Oakland response efforts. ☐ Provide radiological monitoring on all state highways within the Operational Area to support the City of Oakland response efforts.
California Department Of Transportation	☐ Provide oversight for the state highway system within the Operational Area to support the City of Oakland response efforts. ☐ Contain, remove, or authorize a private company to remove all materials spilled on a state highway under authority of H&S Code, Section 91 within the Operational Area to support the City of Oakland response efforts. ☐ Assist in identification and containment of hazardous materials within the Operational Area to support the City of Oakland response efforts. ☐ Assist CHP with traffic control and routing requirements within the Operational Area to support the City of Oakland response efforts. ☐ Restore affected highways and transportation facilities under its jurisdiction within the Operational Area to support the City of Oakland response efforts. ☐ Monitor contamination as requested by Cal OES in cases where radioactive material is involved within the Operational Area to support the City of Oakland response efforts.
California Water Resources Control Board	☐ Protect and improve the surface and ground water resources throughout the state within the Operational Area to support the City of Oakland response efforts.

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Supporting Entity	Roles and Responsibilities
	☐ Provide expert advice on the impact of the incident on water resources, including the nature of potential effects and expected timing within the Operational Area to support the City of Oakland response efforts. ☐ Conduct water sampling, monitoring, analysis, and assessment functions to assist in evaluating or mitigating the problem within the Operational Area to support the City of Oakland response efforts. ☐ Provide advice for the SAC of critical water uses in the area that might be affected by the spill so that special countermeasures can be taken within the Operational Area to support the City of Oakland response efforts. ☐ Assist the Department of Health Services in advising critical water users of the situation within the Operational Area to support the City of Oakland response efforts. ☐ Utilize statutory and regulatory authority to cause cleanup; impose cease and desist or abatement orders; release available funding for appropriate functions; assess fines; and press for recovery of costs for abatement, mitigation, or contract cleanup within the Operational Area to support the City of Oakland response efforts.
California Coastal Commission	☐ Issues permits for development activity including the cleanup of a spill within the Operational Area to support the City of Oakland response efforts. ☐ Provide assistance to determine whether spill response requires a cost development permit within the Operational Area to support the City of Oakland response efforts. ☐ Participate in Multiagency Coordination Group, Liaison Officer and Planning Sections as directed by IC within the Operational Area to support the City of Oakland response efforts. ☐ Provide technical, operations and resource assessment assistance and mapping.
California Air Resources Board	☐ If requested, ARB staff will support the BAAQMD by providing technical advice, personnel, and monitoring equipment; testing air quality; and providing technical advice. The ARB has testing equipment to measure the level of hazardous materials in the air within the Operational Area to support the City of Oakland response efforts. ☐ Requires notification, through the Operational Area and Cal OES, on any hazardous material incident which may affect air quality within the City of Oakland.
California Department of Industrial Relations	☐ Investigate all accidents at industrial sites in which workers are killed or injured and will respond to hazardous materials incidents at industrial sites (according to 8CCR 5192) within the Operational Area to support the City of Oakland response efforts.

DRAFT

Supporting Entity	Roles and Responsibilities
• **Division of Occupational Safety & Health Administration**	☐ Assist the IC in evaluating the health effects of hazardous materials at incidents involving industrial sites within the Operational Area to support the City of Oakland response efforts. ☐ Recommend personnel protective measures used by cleanup personnel within the Operational Area to support the City of Oakland response efforts. ☐ Provide radiological monitoring and assessment within the Operational Area to support the City of Oakland response efforts when requested by the California Department of Health Services-Radiologic Health Section. ☐ Evaluate the adequacy of health and safety plans designed to protect employees from exposure to hazardous materials during hazardous material response and recovery operations.
California Department of Fish and Game	☐ Serve in Unified Command when the incident involves incidents affecting fish, wildlife, and their habitats within the Operational Area to support the City of Oakland response efforts. ☐ Assess the impacts of the incident on fish, wildlife, or their habitats within the Operational Area to support the City of Oakland response efforts. ☐ Function as the liaison for state and federal agencies responding to the incident within the Operational Area to support the City of Oakland response efforts. ☐ Investigate the incident to establish criminal and civil liabilities and responsibilities within the Operational Area to support the City of Oakland response efforts. ☐ Collect samples for evidence and transports samples to appropriate facilities within the Operational Area to support the City of Oakland response efforts. ☐ Supervise and approves the cleanup operations of incidents affecting fish, wildlife, and their habitats within the Operational Area to support the City of Oakland response efforts. ☐ Provide law enforcement support to local law enforcement agencies within the Operational Area to support the City of Oakland response efforts.
California Office of Spill Prevention and Response	☐ Administer the State Oil Spill Contingency Plan within the Operational Area to support the City of Oakland response efforts. ☐ Establish the Administrator, who is the Chief Deputy Director of the Department of Fish and Game. Give the Administrator authority to direct prevention, removal, abatement, response, containment and cleanup efforts with regard to all aspects of any oil spill in the marine

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Supporting Entity	Roles and Responsibilities
	waters of the state within the Operational Area to support the City of Oakland response efforts. ☐ Provide verbal notification for off-highway incidents and for incidents which impact or threaten state waters within the Operational Area to support the City of Oakland response efforts. ☐ Assist in the assessment of a hazardous materials incident and the impact on wildlife within the Operational Area to support the City of Oakland response efforts. ☐ Provide trained personnel that are available to staff the ICS, along with other capabilities such as natural resources damage assessment, criminal and civil investigation and technical advice on resource recovery when requested through the 24-hour OSPR dispatch within the Operational Area to support the City of Oakland response efforts.
California Public Utilities Commission	☐ Provide the authority for investigation of railroad accidents, including incidents involving hazardous materials within the Operational Area to support the City of Oakland response efforts. ☐ Provide immediate verbal notification via the Cal OES Warning Center for railroad accidents to support the City of Oakland response efforts. ☐ Provide field investigators to conduct on-site utilities investigations within the Operational Area to support the City of Oakland response efforts.
U.S. Environmental Protection Agency	☐ Respond to the incident to provide timely and effective response actions when requested by the IC. ☐ Assume the role of Federal On-Scene Coordinator if requested by Cal OES within the Operational Area to support the City of Oakland response efforts. ☐ Activates the Federal response system for support and assistance within the Operational Area to support the City of Oakland response efforts. ☐ Provide technical assistance on hazardous materials and oil spills within the Operational Area to support the City of Oakland response efforts.
Department Of Energy	☐ Provide radiological assistance within the Operational Area to support the City of Oakland response efforts.
U.S. Army Corps of Engineers	☐ Provide assistance with the response priorities within the Operational Area to support the City of Oakland response efforts. ☐ Provide critical commodities for victims within the Operational Area to support the City of Oakland response efforts. ☐ Assist with the assessment and restoration of critical infrastructure impacted by the hazardous material disaster within the Operational Area to support the City of Oakland response efforts.

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Supporting Entity	Roles and Responsibilities
Nonprofit	☐ Provide the location of any underground structures that could effectuate spreading of hazardous materials within the Operational Area to support the City of Oakland response efforts. ☐ Provide shelter and care to citizens forced to evacuate homes and businesses as a result of a hazardous materials incident within the Operational Area to support the City of Oakland response efforts. ☐ Provide on-site feeding to disaster workers engaged in the abatement of the hazardous materials incident within the Operational Area to support the City of Oakland response efforts. ☐ Provide mobile feeding for disaster victims and emergency workers, referrals to appropriate government and private agencies for special services required by victims, and other services as requested by the Operational Area to support the City of Oakland response efforts.
Private Sector and Special Districts	☐ Coordinate with ESF #10 – Hazardous Materials to share resources if available and as needed. ☐ Provide status updates to on-scene command and ESF #10 – Hazardous Materials if the hazardous material is related to the airport. ☐ Coordinate with ESF #10 – Hazardous Materials to share services, resources, and SMEs if available and as needed. ☐ Provide status updates to on-scene command and ESF #10 – Hazardous Materials if the hazardous material is a spill in the port.

IV. Planning Assumptions

The following planning assumptions apply to the execution of ESF #10 – Hazardous Materials:

- Response departments will be overwhelmed by the extent of the response effort required to assess, mitigate, monitor, clean up, and dispose of hazardous materials released into the environment.
- Standard communications equipment and practices will be disrupted or destroyed.
- Response personnel, cleanup crews, and response equipment will have difficulty reaching the site of a hazardous materials release because of damage sustained by the transportation infrastructure.
- Additional response and cleanup personnel and equipment will be needed to supplement existing capabilities and to provide backup for relief resources.
- Unaffected facilities located in or near the affected disaster area will need to be monitored by ESF #10 – Hazardous Materials staff.
- Laboratories responsible for analyzing hazardous materials samples may be damaged or destroyed.
- Emergency exemptions will be needed for disposal of contaminated materials.
- ESF #10 – Hazardous Materials responders should expect to be self-sufficient in the early days of the response.

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V. Policies

The following policies, rules, and regulations apply to the execution of ESF #10 – Hazardous Materials:

- ESF #10 – Hazardous Materials coordinates the emergency response of a multitude of departments and organizations. As a result, it is impossible to list all of the policies that regulate the specific operations. Each primary and support department or organization in this ESF is responsible for developing department policies specific to their respective emergency operations.
- ESF #10 – Hazardous Materials will assist in coordination with impacted departments without regard to race, color, national origin, religion, nationality, sex, age, disability, limited English proficiency, economic status, or sexual orientation.
- Primary and support departments will provide sufficient personnel to staff the ESF #10 – Hazardous Materials 24 hours per day, as necessary for the level of activation. The staff will be qualified persons able to facilitate decisions for the department they represent.
- Individuals staffing the EOC on behalf of ESF #10 – Hazardous Materials departments and organizations should have extensive knowledge of the resources and capabilities of their respective departments and have access to the appropriate authority for committing department resources.

VI. References

The following agreements, procedure, plans, and guidelines apply to the execution of ESF #10 – Hazardous Materials, in addition to references listed in the EOP:

- City of Oakland Emergency Operations Plan
- City of Oakland, California, Municipal Code, § 8.12 – Hazardous Materials
- Alameda County Local Oil Spill Contingency Plan
- Mutual Agreement with Alameda County
- Mutual Aid Agreement with East Bay Municipal Utilities District
- Master Mutual Aid Agreement
- California Government Code, Chapter 7, Division 1, Title 2 (California Emergency Services Act)
- California Vehicle Code, Chapter 2, Division 2, Section 1, Article 4
- California Street and Highway Code
- California Health and Safety Code, Division 20, Chapter 6.95, § 25500 et seq., and Chapter 6.11, § 25404 et seq.
- California Code of Regulations, Title 19, Division 2, Chapter 4, Article 3
- California Code of Regulations, Title 8, Subchapter 7, Section 5192
- State of California, 29 CFR, Part 1910.120 Occupational Safety and Health Standards

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I. Primary and Supporting Departments and External Entities

The following City of Oakland (City) departments have been identified as primary and supporting departments that will be responsible for carrying out the functions of Emergency Support Function (ESF) #11 – Food, Agriculture, and Animal Services. The primary departments have significant authorities, roles, and resources to accomplish the scope of the ESF and have ongoing coordinating responsibilities throughout the preparedness, response, and recovery phases of incident management. Supporting departments are those entities with specific capabilities or resources that support primary departments in executing the mission of the ESF. Other departments may be called upon to support the ESF as necessary.

Refer to the Emergency Management Services Division (EMSD) 24-Hour Emergency Contact List for specific names and points of contact for each department and supporting department below.

Role	Name of Department	Department Contact
Primary City Departments	Human Services Department (HSD)	510-238-3121
	Oakland Animal Services Department (OAS)	510-535-5602
Supporting City Departments	Emergency Management Services Division (EMSD)	510-238-3938
	Oakland Public Works Department (OPW)	510-238-3961
	Oakland Department of Transportation (OakDOT)	510-238-2967
	Oakland Police Department (OPD)	510-777-3333
	Oakland Museum	510-318-8400
	Oakland Unified School District (OUSD)	510-879-8200

The following *external* entities have been identified as supporting agencies that the City will coordinate with through the Operational Area:

Supporting Entities	Name of Agency	Contact
County	Alameda County Department of Environmental Health	510-567-6700
	Alameda County Public Health Department (ACPHD)	510-567-6700
	Alameda County Sheriff's Office • Animal Control Division	510-272-6878
	Alameda County Social Services Agency	510-383-5300
	Alameda County Resource Conservation District (ACRCD) (in partnership with U.S. Department of Agriculture Natural Resource Conservation Service)	925-371-0154

Supporting Entities	Name of Agency	Contact
Regional	Bay Area Community Services	510-613-0330
State	California Health and Human Services Agency	916-654-3454
	California Department of Fish and Wildlife	Bay Delta Regional Office 707 944-5500
	California Natural Resources Agency	916-653-5656
	California Department of Public Health	916-558-1784
Federal	U.S. Department of Agriculture (in partnership with ACRCD)	202-720-2791
Nonprofit/Private Organizations and Special Districts	University of California (UC) • UC Cooperative Extension – Alameda County • UC Davis Oiled Wildlife Care Network (OWCN)	510-987-9200 510-567-6812 877-UCD-OWCN
	Alameda County Food Bank	510-635-3773
	American Red Cross	Dispatch (24/7): 866-272-2237
	Oakland Pet Adoption Center	510-569-0702
	East Bay SPCA	510-569-1606
	Salvation Army	562-436-7000
	Pet Food Express	Via EOC

II. Purpose

ESF #11 – Food, Agriculture, and Animal Services provides guidance on the City of Oakland response procedures for providing nutritional assistance, protecting and restoring natural resources, and providing for the coordination of resources for animal services and safety within the City of Oakland.

This ESF identifies the key policies, concepts of operations, roles and responsibilities, and capabilities associated with ESF #11 – Food, Agriculture, and Animal Services in the City of Oakland. Specific operating procedures and protocols are addressed in documents maintained by the participating organizations.

A. How to use this ESF

- Review the entire document and identify the roles and responsibilities for your department.
- Prior to an incident, identify necessary capabilities (staff, plans, procedures, training, equipment) that your department will need to be able to implement the assigned roles and responsibilities.
- Immediately after being notified of an incident, refer to this document as a reminder of roles and responsibilities. Follow established supporting plans and procedures. Remain flexible as each incident is unique and may require you to modify your approach.

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B. Scope

ESF #11 – Food, Agriculture, and Animal Services is comprised of three distinct components: Food, Agriculture, and Animal Services. Each component must include considerations and provisions for individuals with disabilities and other access and functional needs through pre-planning with ADA Programs and direct coordination with the Emergency Operations Center (EOC) Functional Needs Coordinator (E-FNC).

ESF #11 – Food supports the City of Oakland in determining food assistance needs, obtaining appropriate food supplies, and providing transportation of food supplies to designated shelters and/or staging areas within the disaster area. Activities associated with ESF #11 – Food must be inclusive of individuals with functional needs and special dietary requirements.

ESF #11 – Agriculture includes appropriate response actions to preserve, conserve, rehabilitate, recover, and restore natural resources. This includes providing post-event baseline assessments of damages and providing technical assistance and resources for assessing impacts of response and recovery activities to natural resources. ESF #11 – Agriculture must include provisions for maintaining accessibility for individuals with disability and other access and functional needs.

ESF #11 – Animal Services provides coordination for domestic animal response and recovery activities, to include rescue, triage, medical treatment, transport, care, shelter, and domestic animal reunification; coordination of wildlife response and recovery activities; coordination of the identification and documentation of animals for effective reunification; and mitigation of loss of life whenever possible. The definition of a "domestic animal" is "a companion animal of any sort." ESF #11 – Animal Services will be required to assist with the rescue, care, and/or transportation of service and assistance animals, as defined by the Functional Needs Annex, as needed.

III. Concept of Operations

A. General

- Upon request from the City Administrator or the Emergency Manager, HSD and OAS will make department representatives available to report to the EOC for the coordination and implementation of food, agriculture, and animal services related requests for assistance. Department representatives from HSD will provide staff for ESF #11 – Food and Agriculture activation. Department representatives from OAS will provide staff for ESF #11 – Animal Services activation.
- Primary department representatives will identify which supporting departments for ESF #11 – Food, Agriculture, and Animal Services are needed, and take the necessary steps to ensure that supporting departments are activated or placed on standby as needed.
- ESF #11 – Food, Agriculture, and Animal Services will be organized in a manner that ensures rapid response to the food, agriculture, and animal services affected by a disaster.
- Organizations responsible for food, agriculture, and animal services (including, but not limited to, public health facilities, hospitals, veterinary clinics, animal production facilities, and park and recreation sites) will keep ESF #11 – Food, Agriculture, and Animal Services informed of situations with the potential to require activation of the City of Oakland EOC. Once notified, the City Administrator or the Emergency Manager will activate the EOC if necessary.
- Coordination with departments, supporting ESFs, outside agencies, and/or volunteers will be critical to successfully meet emergency needs of ESF #11 – Food, Agriculture, and Animal Services. ESF #11 – Food, Agriculture, and Animal Services will coordinate with ESF #1 – Transportation, ESF #3 – Public

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Works and Engineering, ESF #7 – Resources, and ESF #17 – Volunteer and Donations Management for the transport of large bulk shipments of purchases, solicited, or purchased food supplies. ESF #11 – Food, Agriculture, and Animal Services will also be responsible for the coordination and distribution of donated, sorted, and palletized nonperishable food items.

B. Organization

- HSD and OAS are the primary departments for ESF #11 – Food, Agriculture, and Animal Services.
    - HSD is the primary department for ESF #11 – Food and Agriculture with OPW Facilities Services and Environmental Services Divisions and OakDOT coordinating support for the facilities and transportation for food and resources for natural resource restoration. HSD works in close coordination with the Alameda County Conservation District for restoration within the City of Oakland.
    - OAS is the primary department for ESF #11 – Animal Services and works in close coordination with Alameda County Sheriff's Office Animal Control Division.
- The primary department will provide direction for the operation of the ESF, assign ESF #11 – Food, Agriculture, and Animal Services personnel to respond to requests for assistance, and ensure requests for assistance are met, documented, and prioritized. ESF #11 – Food, Agriculture, and Animal Services will establish liaisons with other appropriate ESFs and maintain open communications with these ESFs in both the planning and operational phases.
- The supporting departments assigned to ESF #11 – Food, Agriculture, and Animal Services will assist the EOC in providing food, agricultural and natural resource protection, conservation, and rehabilitation, and animal services support after a major disaster or emergency. The composition of the support departments for ESF #11 – Food, Agriculture, and Animal Services may change as a result of the event planning process. The departments identified in this ESF will constitute the basis for providing resource support assistance to departments/external agencies following a major disaster or emergency.
- All supporting departments will operate under the leadership of their respective primary department representative located at the EOC. However, each department represented will be expected to activate and direct its response activities and resources in accordance with their operating policies and procedures.

Figure 1 shows the organization structure and the flow of information for ESF #11 – Food, Agriculture, and Animal Services.

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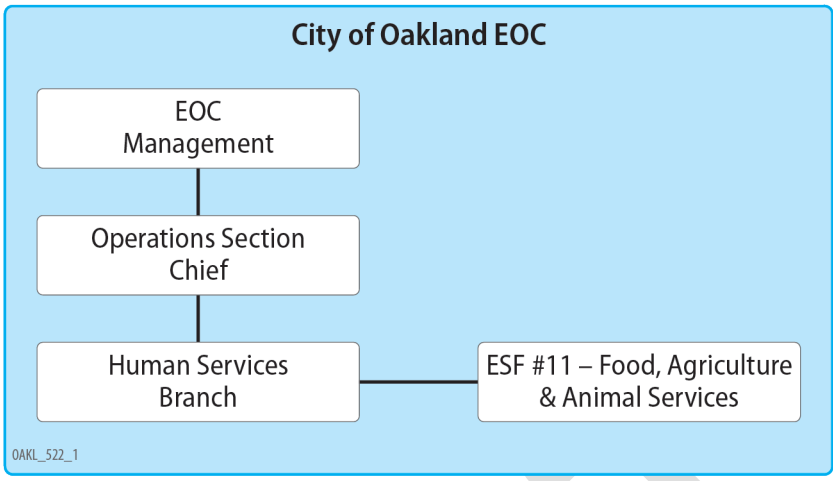

Figure 1: ESF #11 – Food, Agriculture, and Animal Services organization structure and information flow

C. Notification and Activation

ESF #11 – Food and Agriculture can be activated partially or in whole by the Director of HSD in communication with the Emergency Manager and the City Administrator. ESF #11 – Animal Services can be activated partially or in whole by the Director of OAS in communication with the Emergency Manager and the City Administrator. In the event requiring citywide coordination of resources, the EOC Director or the Emergency Manager will activate the EOC. Notification will then be issued to each department that serves as the primary lead for Operations, Planning, Logistics, and Finance and Administration Sections. If necessary, the Operations Section Chief will notify and activate ESF #11 – Food, Agriculture, and Animal Services with the concurrence of the appropriate department Director.

Notification will occur through concurrent lines of communication, using multiple channels, including the emergency notification system AC Alert and direct phone calls to department representatives.

ESF #11 – Food, Agriculture, and Animal Services is always in effect with response phases activated as determined by any incident requiring an elevated need for public works and engineering coordination. The level of activation will be determined according to the needs and magnitude of the disaster.

D. Preparedness, Response, and Recovery Activities

The primary departments, HSD and OAS, are responsible for coordinating and/or delegating the preparedness, response, and recovery activities of ESF #11 – Food, Agriculture, and Animal Services with the supporting entities.

Phase	Activities
Preparedness	• Provide emergency plans and procedures to guide the activities of ESF #11 – Food, Agriculture, and Animal Services. The HSD and OAS will review plans and procedures with appropriate Alameda County agencies to ensure both county and city plans represent the functions that each department can provide for ESF #11 – Food, Agriculture, and Animal Services.

Phase	Activities
	• Review the ESF #11 – Food, Agriculture, and Animal Services annually and update as needed. • Develop/review mutual aid agreements and/or memorandums of understanding (MOUs) with government agencies, professional associations, and private agencies/organizations, including nonprofits. Periodically update the list of available local resources and vendors for critical commodities such as food, potable water, and ice. Secure written agreements/MOUs. • Coordinate information received via surveillance regarding animal-borne or animal-related disease, syndrome, chemical, poison, or toxin that may pose a substantial threat to public health, animals, animal industries, aquaculture or seafood industries, or the economy. • Coordinate information received via surveillance for pests which may pose a potential or substantial threat to agriculture, horticulture, economy, or public health. • Assist with county and local plans and resources to enhance surveillance and awareness to provide for early detection of animal health emergencies and agro terrorism. • Continually evaluate the capabilities required to accomplish the ESF #11 – Food, Agriculture, and Animal Services mission, identify any gaps, and leverage resources to address them. • Manage the resolution of ESF #11 – Food, Agriculture, and Animal Services after-action open items. • Coordinate training for first responders and agricultural industry representatives to the awareness level in agro security and agro terrorism. • Develop and/or participate in relevant ESF #11 – Food, Agriculture, and Animal Services related planning, training, and exercise activities at the local, regional, state, and/or federal level. • Ensure necessary supplements to the ESF #11 – Food, Agriculture, and Animal Services are developed and maintained (including emergency contact lists, resource lists, departmental/functional plans, procedures, protocols, and EOC job aids). • Ensure representatives from primary departments and all supporting departments are fully trained and prepared to respond to the city and coordinate with the county EOC as ESF #11 – Food, Agriculture, and Animal Services personnel. • Inventory available resources of food, transportation, equipment, storage, and distribution facilities to provide mass feeding in time of disaster. The list should include:

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Phase	Activities
	○ Number of persons each department can feed two or three meals a day and how long this level of feeding can be sustained ○ Number of staff or volunteers available for cooking and serving ○ Departments that have mobile feeding equipment, the type of equipment, and normal use of the equipment
Initial Response (within the first 72 hours)	**General** • Assign ICS positions and serve as Branch Director as directed by Incident Command. **General** • Inventory food and water supplies. Pre-position response resources when it is apparent resources will be required. • Develop and prioritize strategies for initial response actions, including the mobilization of resources and personnel. ESF #11 – Food, Agriculture, and Animal Services will work with the local departments, county agencies and applicable state agencies to assist in determining extended food resources. • Assess the critical needs of the affected population(s) in terms of numbers of people, their location, usable food preparation facilities for mass feeding, and the needs of individuals with disabilities or other access and functional needs. • Evaluate the adequacy of available resources based on the needs of affected population. • Request food inspection assistance to ensure all identified food is safe and fit for human consumption. • Coordinate with the Logistics Section to assess warehouse space and needs for staging areas. • Coordinate the shipment of food to staging areas within the emergency area. • Identify resources for food assistance by utilizing the list that is maintained by ESF #11 Food, Agriculture, and Animal Services that includes the following: ○ Number of persons each department can feed two or three meals a day and how long this level of feeding can be sustained ○ Number of staff or volunteers available for cooking and serving ○ Agencies that have mobile feeding equipment, the type of equipment, and normal use of equipment **Mass Feeding**

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Phase	Activities
	• Work with ESF #5 – Management, ESF #6 – Mass Care and Shelter, ESF #17 – Volunteer and Donations Management to coordinate the mass feeding sites established by volunteer agencies. • Coordinate sanitation provisions,inspections, and garbage removal for mass feeding sites in coordination with ESF #3 – Public Works and Engineering and ESF #8 – Public Health and Medical functions. • Coordinate the provisions of food and water to mass feeding sites. This will include procuring food from donations and private vendors. Liaisons will be established with ESF #6 – Mass Care and Shelter and ESF #17 – Volunteers and Donations Management to ensure continued coordination of mass feeding. • Assist all agencies responsible for serving populations with disabilities or other access and functional needs in identifying pockets of populations in need in order to ensure that all people in need of feeding are served. **Food Storage and Distribution** • Coordinate with ESF #7 – Resources regarding the storage of food in identified warehouse sites. • Coordinate the distribution of food stored in identified warehouses to mass feeding sites identified and coordinated with ESF #6 – Mass Care and Shelter and ESF #17 – Volunteer and Donations Management. • Coordinate with ESF #1 – Transportation on the transportation of food from identified warehouses to mass care feeding sites . **Bulk Distribution of Relief Supplies** • Work with ESF #7 – Resources and ESF #6 – Mass Care and Shelter to coordinate the identification of bulk supply staging areas, commodity points of distribution (PODs), and other distribution sites in the affected area. • Coordinate with ESF #5 – Management and ESF #15 – Public Information to publish information as to where bulk supplies should be delivered and information as to how these supplies can be accessed. • Receive ongoing information from staging areas as to what and how much is available for distribution. **Agriculture and Natural Resources** • Coordinate with federal, state and local agencies to develop plans to protect natural and cultural resources and historic properties (NCH) resources. • Identify NCH resources located in the City of Oakland. • Assist in ensuring compliance with relevant federal environmental laws, such as emergency permits for natural resources use or consumption.

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Phase	Activities
	• Assist with response and recovery actions to minimize damage to natural resources. • Assist with the collection of samples, ensure proper packing and handling, and provide them to designated laboratories for appropriate testing. • Manage the crisis response and the resulting consequences, and cooperate with law enforcement officials in criminal investigations, if a terrorist act is suspected in connection with an agricultural, natural resource or food incident. • Oversee the decontamination and/or destruction of animals, plants, cultured aquatic products, food, and their associated facilities as determined necessary. • Assist with the quarantine, stop sale, stop movement, and otherwise restrict animals, plants, equipment, and products as necessary to control and eradicate diseases and pests. • Secure supplies, equipment, personnel, and technical assistance from support departments, organizations and other resources to carry out the response plans associated with any act of agro terrorism that may pose a substantial threat to the city. • Coordinate public information and provide information to ESF #15 – Public Information. **Animal Services** • Refer to the Oakland Animal Care Annex for information regarding companion animals, therapy animals, and pets. • Assist in determining external resources needed to assess the damage and impact to wildlife, and contact the California Department of Fish and Wildlife for response actions. • Respond to marine life emergencies by coordinating with the California Department of Fish and Wildlife. • Assist the California Department of Fish and Wildlife with the coordination of specialized personnel and equipment, and assessment of oil-soaked birds or other marine life in response to injured or dead wildlife. Report oiled animals to the Oiled Wildlife Care Network. • Assist with containment and surveillance efforts • Assess overall animal response needs. • Assist with livestock relocation requests and efforts with the owners. The type of emergency and other factors will determine the type of location appropriate. Owners should provide adequate water for their animals and apply at least one form of identification on each animal. If evacuation of livestock becomes necessary, owners are responsible for arranging transportation to an animal care facility that will be identified. If the owner is unable to provide transportation, ESF #11 – Food,

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Phase	Activities
	Agriculture, and Animal Services should coordinate with ESF #1 – Transportation to assist the owner(s). • Identify animal care facilities in the case of evacuation. • Assess the safety of deploying units to rescue domestic animals. • Deploy resources to rescue domestic animals from affected, evacuated, and/or otherwise unsafe areas. • Set up staging areas, field/mobile incident command, emergency animal shelters, and support units to rescue, evacuate, and shelter domestic animals. • Determine resource needs and submit resource requests, as appropriate. • Coordinate screening and triage for animals affected by the disaster. • Provide and/or coordinate basic emergency medical care for injured animals (non-oiled wildlife). • Coordinate transportation to an appropriate facility for domestic animals needing advanced medical care, sheltering, and boarding.
Continued Response **(3+days)**	**Food** • Coordinate with the EOC Logistics Section for any unmet needs. • Activate pre-established agreements and set up logistical links with organizations involved in long-term mass meal services in coordination with the American Red Cross. • Establish a process for distribution and replenishment of food products with the existing programs from Food Banks and other NGOs. • Continue to monitor food and water needs in coordination with ESF #6 – Mass Care and Shelter and ESF #7 – Resources. • Assess the special food and dietary concerns of affected residents, including individuals with disabilities or other access and functional needs. • Monitor nutritional concerns. • Provide food for companion/service/therapy animals and pets. **Agriculture and Natural Resources** • Provide consultation and coordinate response with ACPHD regarding animal and plant issues which may impact public health. • Coordinate operations to assure occupational safety measures are followed. • Coordinate damage assessment with the regional coordinator. • Coordinate public information and provide updates for ESF #15 – Public Information.

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Phase	Activities
	• Maintain financial records on personnel, supplies, and other resources utilized during the response. **Animal Services** • Continually reassess priorities to address the most critical animal service needs and the development of strategies to meet them. • Primary and supporting departments will track animals evacuated or in shelters to provide accountability and to ensure animals can be efficiently reunited with their owners. • Through the Operational Area, request guidelines on requirements for the safe handling and disposal of deceased animals. • Maintain site use agreements and contact information for animal staging and large animal care sites. • Request assistance from other counties and volunteer agencies when needed.
Recovery	**Food** • Continue to coordinate with Alameda County resources to respond to food needs as needed during the recovery phase. • Coordinate the ESF#11 – Food support of recovery activities. • Expedite requests to the EOC and subsequently to the Alameda County Operational Area for emergency issuance of supplemental nutrition assistance program (SNAP) benefits through the Disaster SNAP (D-SNAP) and Voucher Issuance Program after access to commercial food channels has been restored, as necessary. • Ensure ESF#11 – Food primary and supporting departments provide appropriate cost expenditure records for costs recovery. • Conduct ESF #11 – Food after action review. **Agriculture and Natural Resources** • Continue to coordinate with Alameda County resources to respond to agricultural needs as needed during the recovery phase. • Coordinate the Oakland ESF#11 – Agriculture support of recovery activities. • Ensure Oakland ESF#11 – Agriculture primary and supporting departments provide appropriate cost expenditure records for costs recovery. • Conduct ESF #11 – Agriculture after action review. **Animal Services** • Capture injured and displaced animals. • Enact the reunification plan for all domestic, companion, and service animals in accordance with the Oakland Animal Care Plan.

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Phase	Activities
	• Coordinate with other primary and supporting departments for timely and proper carcass disposal. • Continue to coordinate with Alameda County resources to respond to animal service needs as needed during the recovery phase. • Coordinate the ESF#11 – Animal Services in support of recovery activities. • Ensure ESF#11 – Animal Services primary and supporting departments provide appropriate cost expenditure records for costs recovery. • Conduct ESF #11 – Animal Services after action review.

E. City Department Specific Roles and Responsibilities

The following table outlines the roles and responsibilities of city departments that have a role in the coordination and execution of ESF #11 – Food, Agriculture, and Animal Services responsibilities.

All departments are expected to develop supporting plans and procedures to help them meet the roles and responsibilities outlined below.

Department	Roles and Responsibilities
Human Services Department	☐ Provide written procedures to implement the responsibilities to support ESF #11 – Food, Agriculture, and Animal Services and the City of Oakland Emergency Operations Plan (EOP). ☐ Respond to the activation of ESF #11 – Food, Agriculture, and Animal Services by the EOC Director or Emergency Manager. ☐ Assess the needs of the affected population in terms of number of people, their location, disability and functional needs status, and usable food preparation facilities for congregate feeding in coordination with EMSD, FBOs, NGOs, CBOs, and other agencies and organizations. ☐ Coordinate with ESF #6 – Mass Care and Shelter to determine food, water, and ice needs for the population in the affected areas, including the needs of individuals with disabilities or other access and functional needs. ☐ Determine the availability of foods safe for human consumption within the disaster area. ☐ Secure and deliver food supplies suitable for household distribution or for congregate meal service as appropriate for the incident. ☐ Utilize congregate feeding arrangements as the primary outlet for disaster feeding, if possible. ☐ Prioritize the movement of critical food supplies into areas of acute need before moving to areas of moderate need.

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Department	Roles and Responsibilities
	☐ Develop a plan of operation that will ensure timely distribution of food supplies to mass care locations. ☐ Deploy potable water supply tankers or bottled water to locations identified by ESF #6 – Mass Care and Shelter and ESF #5 – Management. ☐ Coordinate with the Alameda County Social Services Agency to activate the D-SNAP Program within 72 hours, which will authorize emergency issued SNAP benefits and vouchers. Eligible customers and families will then be able to purchase food on the open market, as necessary. ☐ Provide daily information to ESF #5 – Management on the amount of food and types of food needed as donations. ☐ Monitor the number of mass feeding sites, soup kitchens, and food pantries providing food to disaster victims. ☐ Coordinate with ESF #7 – Resources and the Red Cross on bulk food or meal acquisition and emergency feeding both inside and outside of the shelter environment. ☐ Document all costs and expenses associated with response and recovery activities taking care to clearly separate disaster related work from daily work in the event that federal and state reimbursement becomes available.
Oakland Animal Services Department	☐ Provide standard operating procedures (SOPs), guidelines, and/or checklists detailing assigned functions. ☐ Maintain lists of ranchers and livestock owners that have horse/stock trailers available to haul large animals. ☐ Coordinate the response to animal-related issues, including disposal services. ☐ Coordinate with volunteer organizations and agencies to provide volunteer services for animal care upon request. ☐ Identify sites/facilities for boarding and/or quarantining pets, if possible. ☐ Communicate response status updates and needs to the EOC. ☐ Provide information to the public through ESF #15 – Public Information. ☐ Assist non-governmental organizations (NGOs) with adherence to FEMA guidelines. ☐ Expand animal sheltering capacity, as needed-refer to the City of Oakland Animal Care Planfor specific policies/procedures/guidelines. ☐ Expand field animal search and rescue, as needed. ☐ Document all costs and expenses associated with response and recovery activities taking care to clearly separate disaster related work

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Department	Roles and Responsibilities
	from daily work in the event that federal and state reimbursement becomes available.
Emergency Management Services Division • **Communities of Oakland Respond to Emergencies** • **Medical Reserve Corps**	☐ Activate the EOC. ☐ Provide coordination and support to other departments or agencies as necessary. ☐ If Alameda County Operational Area EOC has been activated, provide coordination between City and Alameda County Operational Area EOCs. ☐ Provide resource requests to the Operational Area for food, agriculture, and animal services from the Oakland EOC. ☐ Coordinate appropriate response actions to preserve, conserve, rehabilitate, recover, and restore NCH resources specifically related to environmental and sensitive sites designated in the Alameda County Local Oil Spill Contingency Plan or sites designated as Critical Infrastructure-Key Resources. **CORE and MRC:** ☐ Activate volunteers if requested and have the EOC liaison report to the EOC. ☐ Provide volunteers for distribution sites if requested. ☐ Provide a list of available resources with contact information and the type of available relief and recovery services available for disaster victims. ☐ Maintain a list of available CORE/MRC resources. ☐ Prepare the documentation required for reimbursement.
Oakland Public Works Department	☐ Provide an inventory of available supplies for bulk and food distribution to ESF #11 – Food, Agriculture, and Animal Services. ☐ Provide a list of existing vendor agreements (bulk food, power, transportation, etc.) to ESF #7 – Resources and ESF #11 – Food, Agriculture, and Animal Services. ☐ Identify lease facilities to support ESF #11 – Food, Agriculture, and Animal Services operations. Coordinate with the Finance and Management Department for the creation of the lease. ☐ Receive, transport, store, and deliver donated supplies and commodities in coordination with ESF #1 – Transportation, ESF #11 – Food, Agriculture, and Animal Services and ESF #17 – Volunteer and Donations Management. ☐ Maintain a list of available OPW resources to support response activities for food, agriculture, and animal services.

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Department	Roles and Responsibilities
	☐ Provide an department representative to coordinate with the Operational Area on all natural resource restoration efforts within the City of Oakland. ☐ Prepare the documentation required for reimbursement.
Oakland Department of Transportation	☐ Coordinate with ESF #1 – Transportation to transport the movement and delivery of needed materials/resources in coordination with ESF #7 – Resources and ESF #11 – Food, Agriculture, and Animal Services. ☐ Assist with transporting donated supplies and commodities. ☐ Track costs associated with operations needed to support this ESF and prepare documentation required for cost recovery.
Oakland Police Department	☐ Participate in local and county plans and efforts to enhance surveillance and awareness to provide for early detection of animal health emergencies and agro terrorism. ☐ Provide intelligence based on surveillance regarding animal-borne and animal-related disease. ☐ Assist with evacuation related to domestic animals.
Oakland Museum	☐ Provide information and advice on preservation and restoration of historical and cultural sites that are owned by the Museum (refer to the Oakland Museum Disaster Plan).
Oakland Unified School District	☐ Provide facilities or sites for mass feeding operations and/or pet shelters, as available and appropriate. ☐ Identify emergency food vendors, especially those who offer prepackaged food in children's portions, as needed.

F. External Supporting Entities Roles and Responsibilities

The following external entities may provide support, services, situation reports, information, and/or resources to the City of Oakland, based on their expected roles and responsibilities and availability, through coordination with the Alameda County Operational Area.

Supporting Entity	Roles and Responsibilities
Alameda County Department of Environmental Health	☐ Provide food safety inspections for retail food facilities. ☐ Provide certification for food vendors and handlers. ☐ Provide mobile food units, if available.
Alameda County Public Health Department	☐ Support food inspections. ☐ Support emergency medical services (EMS) requests. ☐ Provide testing services for the identification of microorganisms that cause disease including bacteria, fungi, viruses, and parasites.

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Supporting Entity	Roles and Responsibilities
	☐ Provide public health nurses and community health outreach workers within the Operational Area to fulfill City of Oakland requests.
Alameda County Sheriff's Office • **Animal Control Division**	☐ Provide SOPs, guidelines and/or checklists detailing the accomplishment of assigned functions and relay the information to the Operational Area. ☐ Maintain lists of ranchers and livestock owners that have horse/stock trailers available to haul large animals. ☐ Coordinate the response to animal-related issues, including disposal services within the Operational Area to fulfill City of Oakland requests for assistance for animal services and disposal services. ☐ Coordinate with volunteer organizations and agencies to provide volunteer services for animal care. ☐ Identify sites/facilities for boarding and/or quarantining pets. ☐ Ensure that NGOs involved within the Operational Area follows FEMA guidelines to fulfill City of Oakland reimbursement procedures. ☐ Assist with animal sheltering surge capacity as requested ☐ Expand field animal search and rescue to fulfill City of Oakland requests for assistance for animal search and rescue assistance. ☐ Coordinate with the City of Oakland to document all costs and expenses associated with response and recovery activities completed.
Alameda County Social Services Agency	☐ Provide disaster food assistance to eligible households through the D-SNAP Program.
Alameda County Resource Conservation District (in partnership with U.S. Department of Agriculture Natural Resource Conservation Service)	☐ Provide assistance to help prevent or minimize injury to and to preserve, protect, conserve, stabilize rehabilitate, or restore natural resources within the City of Oakland. ☐ Provide protection of historical properties located on state parks within the City of Oakland prior to, during, and/or after a disaster/emergency to City of Oakland requests for assistance for historical property protection. ☐ Maintain ongoing agriculture surveillance to rapidly identify and address agriculture-related problems. ☐ Assist with agriculture assessments at the disaster site to determine agriculture needs and priorities. ☐ Assist with agricultural emergency response and recovery. ☐ Determine resources available for natural, historic, and cultural resource protection to fulfill the City of Oakland requests for resources ☐ Document all costs and expenses associated with response and recovery activities completed within the City of Oakland taking care to clearly separate disaster related work from daily work in the event that federal and state reimbursement becomes available.

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Supporting Entity	Roles and Responsibilities
	☐ Provide ongoing status reports as requested to the Operational Area. The Operational Area will then relay the information to the City of Oakland EOC.
Bay Area Community Services	☐ Provide coordination for support services for existing client base (such as independent living centers, Meals-on-Wheels of Alameda County, etc.).
California Department of Natural Resources **California Department of Fish and Wildlife**	☐ Provide oversight for all agricultural disasters within the Operational Area. The Operational Area will coordinate the state assistance and direction for agricultural disaster with the City of Oakland. ☐ Provide assistance with animal services, such as disposal, proper transport, and specialized cleaning for wildlife. ☐ Maintain native fish, wildlife, plant species, and natural communities by protecting habitat and maintaining in a sufficient amount and quality to ensure the survival of all species and natural communities.
California Health and Human Services Agency	☐ Provide human services support in the disaster area within the Operational Area to fulfill City of Oakland human services requests.
California Department of Public Health	☐ Coordinate with Emergency Medical Services Authority (EMSA) to provide services for people with medical needs that include dietary restrictions and requirements. ☐ Support ACPHD in monitoring the sanitation of food sites, the health of shelter residents, and the safety of food and water. ☐ Support those with medically related disabilities or other access and functional needs in the shelters, including food and dietary restrictions.
University of California • **UC Cooperative Extension – Alameda County** • **UC Davis Oiled Wildlife Care Network**	☐ Provide oversight to UC Cooperative Extension – Alameda County activities. ☐ Provide resources for agricultural disasters within the Operational Area to fulfill City of Oakland requests. ☐ Provide oversight to agriculture and natural resource activities within the Operational Area to fulfill City of Oakland requests for agriculture and natural resource requests. ☐ Coordinate with the University of California for all requests and services within the Operational Area to fulfill City of Oakland requests. ☐ Trained OWCN staff search for and collect both live and dead oiled wildlife in affected habitats. Animals are either stabilized in the field or immediately transported to the nearest OWCN facility.
Nonprofit/Private Sector Organizations and Special Districts	☐ Request support from ESF #11 – Food, Agriculture, and Animal Services when pet sheltering needs arise. ☐ Coordinate with ESF #11 – Food, Agriculture, and Animal Services, ESF #6 – Mass Care and Shelter, and ESF #7 – Resources for mass feeding.

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Supporting Entity	Roles and Responsibilities
	☐ Coordinate with HSD and other supporting department personnel upon the receipt of food or meals for distribution to or the feeding of persons housed in shelters or in mass feeding staging areas. ☐ Provide staff and volunteers to assist with animal services activities. ☐ Coordinate the requests for emergency help and community-based organizations available to provide help. ☐ Support investigations of the outbreak of disease. ☐ Provide food for mass feeding. ☐ Provide coordination with all county food services for delivery and special dietary concerns. ☐ Provide coordination for Alameda County Food Bank volunteers for food service and delivery. ☐ Provide vehicles and support personnel for the movement of animals. ☐ Provide support for animal services as available for the City of Oakland. ☐ Provide support to ESF #11 – Food, Agriculture, and Animal Services as requested and per contracts. This includes priority response to the agreements in place with Oakland before other requests. ☐ See the City of Oakland Animal Care Annex for further details.

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IV. Planning Assumptions

The following planning assumptions apply to the execution of ESF #11 – Food, Agriculture, and Animal Services:

- Thousands of evacuees may be lodged in shelters both within the disaster area and in other shelters around the city.
- The disaster will disrupt normal food processing and distribution capabilities.
- As a result of power outages, many commercial cold storage and freezer facilities within the impacted area will be inoperable.
- Lower income households will require additional assistance with essential services such as food and shelter.
- Households will start running out of food and water within 72 hours following a disaster, and their ability to purchase additional food may be impeded by the inability of retail stores to open or conduct electronic cash transactions or the unavailability of cash.

- Retail stores may be unable to open due to a lack of electrical power, inability to resupply, or communication infrastructure damage that prevents electronic cash transactions.
- All appropriate departments will be involved in emergency operations consistent with their functions and responsibilities with respect to emergency/disaster food, agriculture, and animal services issues.
- There is a public expectation the City of Oakland will provide care, shelter, and treatment for domestic animals impacted by an emergency/disaster event.
- Large amounts of convergent volunteers and donations will be expected during a major event in Oakland. Detailed volunteer and donations management procedures may be found in the ESF #17 – Volunteer and Donations Management.
- Local, county, state, and federal governments, private sector, and volunteer agencies that have been assigned animal services responsibilities will establish operating procedures specifying their emergency support service actions and will be able to communicate and coordinate these actions in an emergency to best utilize available capabilities.

V. Policies

The following policies, rules, and regulations apply to the execution of ESF #11 – Food, Agriculture, and Animal Services:

- ESF #11 – Food, Agriculture, and Animal Services coordinates the emergency response of a multitude of departments and organizations. As a result, it is impossible to list all of the policies that regulate the specific operations. Each primary and supporting department or organization in this ESF is responsible for developing policies specific to their respective emergency operations.
- ESF #11 – Food, Agriculture, and Animal Services will assist in coordination with impacted departments without regard to race, color, national origin, religion, nationality, sex, age, disability, limited English proficiency, economic status, or sexual orientation.
- Information contained in this ESF is consistent with other local animal care plans such as the Bay Area Urban Area Security Initiative (UASI) Animal Care and Shelter Disaster Planning Operations Guide, the Oakland Animal Care Annex and the Alameda County Local Oil Spill Contingency Plan.
- Primary and supporting departments will provide sufficient personnel to staff the ESF #11 – Food, Agriculture, and Animal Services 24 hours per day, as necessary for the level of activation. The staff will be qualified persons able to facilitate decisions for the department they represent.
- Individuals staffing the EOC on behalf of ESF #11 – Food, Agriculture, and Animal Services departments and organizations should have extensive knowledge of the resources and capabilities of their respective departments and have access to the appropriate authority for committing department resources.

VI. References

The following agreements, procedure, plans, and guidelines apply to the execution of ESF #11 – Food, Agriculture, and Animal Services, in addition to references listed in the EOP:

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- City of Oakland Emergency Operations Plan
- Human Services Department Manual
- City of Oakland Animal Care Annex
- City of Oakland Functional Needs Annex
- Memorandum of Understanding with Oakland Unified School District
- Memorandum of Understanding with Pet Food Express
- Alameda County Memorandum of Understanding with food banks
- UASI Animal Care and Shelter Disaster Planning Operations Guide
- California Master Mutual Aid Agreement
- The Architectural Barriers Act of 1968; Section 504 of the Rehabilitation Act of 1973
- Fair Housing Amendments Act of 1988
- Americans With Disabilities Act of 1990
- California Unruh Civil Rights Act
- Alameda County Resolution 48-748 Master Mutual Aid Agreement
- QMB; SLMB; QI-1 QI-2 Medi-Cal programs

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I. Primary and Supporting Departments and External Entities

The following City of Oakland (City) departments have been identified as primary and supporting departments that will be responsible for carrying out the functions of Emergency Support Function (ESF) #12 – Utilities. The coordinating lead has the responsibility for the overall coordination of this ESF. The primary departments have significant authorities, roles, and resources to accomplish the scope of the ESF and have ongoing coordinating responsibilities throughout the preparedness, response, and recovery phases of incident management. Supporting departments are those entities with specific capabilities or resources that support primary departments in executing the mission of the ESF. Other departments may be called upon to support the ESF as necessary.

Refer to the Emergency Management Services Division (EMSD) 24-Hour Emergency Contact List for specific names and points of contact for each organization and supporting entity below.

Role	Name of Department	Department Contact
Coordinating Lead	Oakland Public Works Department (OPW)	510-238-3961
Primary City Departments	Oakland Public Works Department	510-238-3961
	Oakland Department of Transportation	510-238-2967
	Planning and Building Department	510-238-3941
Supporting City Departments	Oakland Department of Transportation	510-238-2967
	Information Technology Department (ITD)	510-238-4702
	Oakland Fire Department (OFD)	510-238-3856
	Oakland Police Department (OPD)	510-777-3333
	Emergency Management Services Division (EMSD)	510-238-3938

The following *external* entities have been identified as supporting agencies that the City will coordinate with through the Operational Area:

Supporting Entities	Name of Organization	Contact
County	Alameda County Sheriff's Office Emergency Services	Duty Officer (24/7): 510-667-7721 Main: 925-803-7800
	Alameda County Public Works Agency	510-670-5480
	Alameda County Water District	510-668-4299

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Supporting Entities	Name of Organization	Contact
Regional	East Bay Municipal Utilities District	866-403-2683
State	California Public Utilities Commission	415-703-1366
	California Governor's Office of Emergency Services	State Warning Center 916-845-8911
	California Environmental Protection Agency	916-323-2514
Federal	U.S. Army Corps of Engineers (USACE)	202-761-0011
	Department of Energy	800-333-4636
Nonprofit/Member Organizations	Northern California Power Agency	916-781-3636
	California Utilities Emergency Association (CUEA)	Via Cal OES
Utility Companies	Utility companies such as Alameda Municipal Power, , Pacific Gas & Electric (PG&E), East Bay Municipal Utility District, Waste Management of Alameda County East Bay Community Energy, California Waste Solutions	Via EOC

II. Purpose

ESF #12 – Utilities provides guidance on how to support the assessment, repair, and restoration of utilities within the City of Oakland during an emergency incident.

This ESF identifies the key policies, concepts of operations, roles and responsibilities, and capabilities associated with ESF #12 – Utilities in the City of Oakland. Specific operating procedures and protocols are addressed in documents maintained by the participating organizations.

A. How to Use this ESF

- Review the entire document and identify the roles and responsibilities for your organization and department.
- Prior to an incident, identify necessary capabilities (staff, plans, procedures, training, equipment) that your organization or department will need to be able to implement the assigned roles and responsibilities.
- Immediately after being notified of an incident, refer to this document as a reminder of roles and responsibilities. Follow established supporting plans and procedures. Remain flexible as each incident is unique and may require you to modify your approach.

B. Scope

The ESF #12 – Utilities describes the assessment and restoration of damaged utility infrastructure systems required for the provision of water, natural gas, and electricity, coordination of the emergency supply and transportation of fuel, the provision of emergency power and the restoration of the normal supply of power within the City of Oakland. This ESF details the procedures, responsibilities, and concept of operations for

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utilities during a potential, imminent, or declared emergency. Listed below are the specific objectives of ESF #12 – Utilities:

- Coordinate status reporting of all utility systems providing service within the City of Oakland.
- Coordinate the restoration and repair of disrupted city-provided utility services.
- Coordinate with utility service providers for the assessment and restoration of disrupted non-city-provided services.
- Coordinate with the City of Oakland Emergency Operations Center (EOC) Logistics Section as needed and support agencies assisting energy suppliers with obtaining information, equipment, specialized labor, fuel, and transportation repairing or restoring energy systems.
- Coordinate with the Logistics Section, energy suppliers, and ESF #15 – Public Information to provide emergency energy information, education, conservation guidance, and energy supply recovery assistance to the public.
- Coordinate with the EOC Functional Needs Coordinator (E-FNC) to coordinate or provide technical inspections and repair of utility systems to ensure that shelters, temporary housing, and other disaster related sites are accessible to individuals with disabilities and others with access and functional needs.
- Coordinate technical assistance involving utilities and energy systems.

III. Concept of Operations

A. General

- ESF #12 – Utilities primary and supporting agencies will be represented in the EOC by OPW and the Planning and Building Department to coordinate and monitor utilities issues.
- Most utilities serving the City of Oakland are provided by special districts or by private vendors. Therefore, during emergency response, the role of ESF #12 – Utilities will be to coordinate with utility providers and operators on infrastructure resilience, assessment, repair, and restoration. ESF #12 – Utilities will coordinate public information and situational awareness with utility providers and operators, and will communicate the City's utility assessment, repair, and restoration priorities to utility providers.

B. Organization

During an EOC activation, ESF #12 – Utilities is part of the EOC Operations Section Infrastructure Branch. Because utilities covers a broad range of services and infrastructure, ESF #12 – Utilities will work closely with other ESFs that have primary responsibility over specific infrastructure resources, including ESF #1 – Transportation, ESF #2 – Communications, and ESF #3 – Public Works and Engineering.

Figure 1 shows the organization structure and the flow of information for ESF #12 – Utilities.

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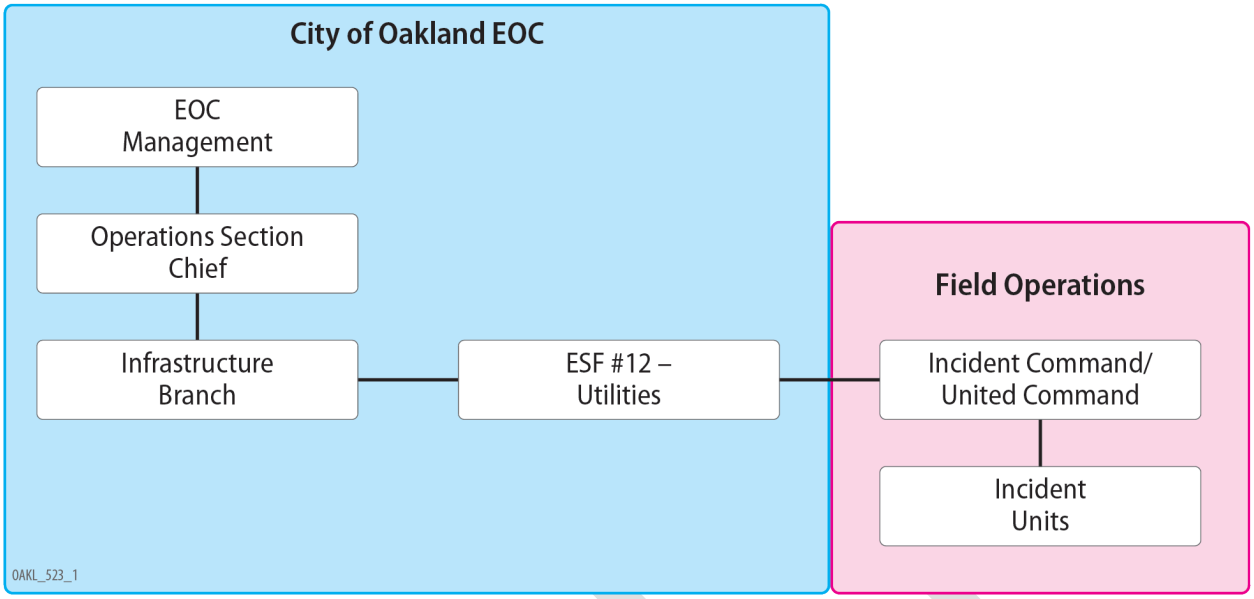

Figure 1: ESF #12 – Utilities organization structure and information flow

C. Notification and Activation

ESF #12 – Utilities can be activated partially or in whole by the Director of OPW working with the Director of the Planning and Building Department and in communication with the City Administrator and the Emergency Manager. During an event requiring citywide coordination of resources, the EOC Director or the Emergency Manager will activate the EOC. Notification will then be issued to each department which serves as the primary lead for Operations, Planning, Logistics, and Finance and Administration Sections. If necessary, the Operations Section Chief will notify and activate ESF #12 – Utilities with the Director's concurrence.

Notification will occur through concurrent lines of communication, using multiple channels, including the emergency notification system AC Alert and direct phone calls to department representatives.

ESF #12 – Utilities is always in effect with response phases activated as determined by any incident requiring an elevated need for utilities coordination. The level of activation will be determined according to the needs and magnitude of the disaster.

D. Preparedness, Response, and Recovery Activities

The primary agencies, OPW and the Planning and Building Department, are responsible for coordinating and/or delegating the preparedness, response, and recovery activities of ESF #12 – Utilities with the supporting entities. As the overall coordinating lead, OPW will provide oversight for the coordination of activities.

Phase	Activities
Preparedness	• Review the ESF #12 – Utilities annually and update as needed. • Develop plans, procedures, guidelines, and policies for coordinating, managing, and employing utility activities effectively under all hazards and conditions.

Phase	Activities
	• Ensure that programs and systems are in place to process the inflow of utility assessment and/or repair requests from other City departments and other ESFs in a timely fashion. • Participate in relevant ESF #12 – Utilities training and exercise programs. • Coordinate with technical experts on energy supply production and delivery to facilitate energy information exchange. • Develop/review and maintain mutual aid agreements. • Participate in utilities working groups, committees, and associations to contribute to overall infrastructure and utility resilience. • Coordinate and participate in planning for ESF #12 – Utilities with support agencies. • Develop staffing procedures/guidelines and checklists. • Provide support for the hardening and protection of utilities if aware of a potential threat or hazard. • Coordinate with utility owners and operators to develop a restoration prioritization list. • Develop and exercise the capability to provide emergency power in an event of a power failure impacting a critical facility or City function.
Initial Response **(within the first 72 hours)**	**Step 1: Gather and share information** • Assign teams to conduct initial damage assessment of utility infrastructure using the critical facilities list to help prioritize actions. • Establish communication with appropriate field personnel, responding departments, and the private sector to gather information on the level of damage and the initial response efforts (e.g., downed power lines, gas leaks, fires, etc.). **Step 2: Verify and analyze information** • Obtain information from initial assessment of utility needs, and assemble and analyze utility data for forecasting future utility availability and current water system and utility requirements. Use ESF #5 – Management information for response planning. • Obtain initial damage assessment data from utility companies and other reliable information and intelligence sources, including OPD and OFD Dispatch, first responders, OPW, and other City services. • Confirm the reports through dispatched response units and utility company command centers.

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Phase	Activities
	• Share information with the OPW Department Operations Center (DOC) on utility needs/outages as well as status and schedule of resumption of utilities services. • Assess energy system damage, energy supply, demand, and resources needed to restore such systems. **Step 3: Coordinate and monitor response activities** • Coordinate with ESF #5 – Management to plan effective response actions and establish prioritization for restoration. • Coordinate with utility representatives to communicate the list of priority facilities that require utility restoration. • Request assistance from the State Water Resources Control Board for all water quality related policy, enforcement, and activities. • Coordinate with ESF #1 – Transportation for transportation resources needed to expedite water and utility system repair. • Coordinate with ESF #2 – Communications for the production of Geographic Information Systems (GIS) maps of the affected areas. • Coordinate with other local governments, trade associations, industry, vendors, and other suppliers, to determine the duration of the service interruptions/shortages, the progress of the restoration efforts, and types of assistance that will be available while restoration activities are taking place. **Step 4: Share information with the public** • Coordinate with ESF #15 – Public Information to update news organizations with assessments of utility supply, demand, and resources needed to repair or restore utility systems.
Continued Response **(3+days)**	**Step 5: Continue to coordinate, monitor, track and share information on utility needs, damage, and capabilities** • Monitor and coordinate with utilities on status and restoration times. • Assess requests for aid from local, county, state, and federal agencies and utility offices, suppliers, and distributors. Secure resources (e.g., fuel for transportation, natural gas services, generators, technical support, potable water, and communications) for requested emergency operations. • Reassess priorities and strategies to meet the most critical utilities' needs. • Continue coordinating with the State Water Resources Control Board for all water quality issues, restoration, and policies. • Coordinate fuel oil response actions. • Recommend actions to conserve petroleum fuel, electric power, and natural gas, and to ration energy, as necessary.

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Phase	Activities
	• Continue providing information to ESF #5 – Management and ESF #15 – Public Information on utility status. The public information should include, but not be limited to, the following: ○ A summary of the event ○ Damage assessment and estimated/anticipated duration ○ Overall steps to be taken by the government and citizens to return to normal operation after the event ○ Actions the water system and utility providers are taking ○ Actions businesses, industries, and residents should take ○ Anticipated shortfalls
Recovery	• In coordination with ESF #5 – Management and private utility providers, develop strategies for supporting recovery operations. • Upon request by the EOC, provide inspectors and skilled personnel, along with the necessary equipment and materials, to assist in recovery operations. • ESF #12 – Utilities will continue to deal with utility-related requests for assistance throughout the recovery phase. • ESF #12 – Utilities will coordinate and implement utility infrastructure repair requests. • Coordinate with the State Water Resources Control Board for all regulatory oversight for water quality in the City of Oakland. • Coordinate and manage the rebuilding of city-owned and operated infrastructure related to utilities. • Assign or transfer long-term restoration assessment responsibilities to appropriate department(s). • Identify the long-term damage assessment for utilities. • Oversee the enforcement of city permits, codes, and ordinances related to the utility infrastructure repairs for the City of Oakland.

E. City Division/Department Specific Roles and Responsibilities

The following table outlines the roles and responsibilities of City agencies or departments that have a role in the coordination and execution of ESF #12 – Utilities responsibilities.

All agencies and departments are expected to develop supporting plans and procedures to help them meet the roles and responsibilities outlined below.

Department	Roles and Responsibilities
Oakland Public Works Department	☐ Direct, coordinate, and integrate the overall City effort to provide resources needed for utility restoration.

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Department	Roles and Responsibilities
	☐ Contact electric and gas providers, fuel oil companies, telephone and water utilities, and other utility providers of the affected area to obtain information concerning damage and required assistance. ☐ Monitor the actions taken by the utilities to ensure coordinated citywide action and communication. ☐ Compile the following information from utility companies: ○ Geographic areas and number of customers expected to be most severely affected (if available) ○ Expected duration of outages ○ Explanations of utilities planned actions ○ Recommendations of City actions in support of the utilities
Planning and Building Department	☐ Support utility operations with structural inspectors and engineers from the Planning and Building Department to conduct preoccupancy inspections. ☐ Accompany utility personnel into affected buildings after an emergency. ☐ Identify and mitigate safety issues related to utilities and water prior to environmental inspections. ☐ Provide engineering support services. ☐ Coordinate and provide permits for temporary utility facilities (such as placement of overhead electric poles and wires) as necessary.
Information Technology Department	☐ Provide GIS personnel to support the production of maps for ESF #12 – Utilities. ☐ Coordinate the information technology and communication requests for ESF #12 – Utilities.
Oakland Fire Department	☐ Provide updates to the EOC on all fire, search and rescue, and hazardous material response actions so that response actions can be coordinated for responder and public safety.
Oakland Police Department	☐ Coordinate traffic control while traffic signals aren't operational. ☐ Provide support for utility restoration by mitigating the traffic congestion in the restoration areas and providing perimeter security for restoration areas. ☐ Provide updates to the EOC on law enforcement activities so that response actions can be coordinated for responder and public safety.
Emergency Management Services Division	☐ Activate the EOC. ☐ Provide coordination and support to other departments/agencies, as necessary.

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Department	Roles and Responsibilities
	☐ If Alameda County Operational Area EOC has been activated, provide coordination between City and Alameda County Operational Area EOCs.

F. External Supporting Entities Roles and Responsibilities

The following external entities may provide support, services, situation reports, information, and/or resources to the City of Oakland, based on their expected roles and responsibilities and availability, through coordination with the Alameda County Operational Area.

Organization/Department	Roles and Responsibilities
Alameda County Office of Emergency Services	☐ Provide support and coordination with the county utilities for the Operational Area to fulfill City of Oakland requests. ☐ Coordinate the delivery of state and federal resources to the City of Oakland.
Alameda County Public Works Agency	☐ Maintain, operate, and restore county-operated pump stations. ☐ Provide traffic control support for OakDOT if requested through the Master Mutual Aid Agreement. ☐ Provide building inspectors to support response and recovery activities.
Alameda County Water District	☐ Respond to utility incidents that my impact the groundwater resources within the Operational Area to fulfill City of Oakland requests. ☐ Provide technical assistance at the scene concerning migration of contaminants and the impact on drinking water resources ☐ Perform duties under the cooperative agreement with the City of Oakland concerning investigation and mitigation of leaking underground tank fuel cases and spills. Generally, OFD has jurisdiction for cleanup if the spill is in the top three feet of the ground surface. For spills that either migrate or extend deeper than three feet, the case is referred to the Alameda County Water District. ☐ Conduct follow-up investigation of spilled materials if the spill could impact groundwater resources. ☐ Issue permits for borings, drilling wells, or destroying wells.

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Organization/Department	Roles and Responsibilities
East Bay Municipal Utilities District	☐ Provide utilities resources and services as needed and coordinate with ESF #12 – Utilities to attain needed utilities resources and services. ☐ Provide background, technical, and/or scientific information and/or subject matter experts. ☐ Send an agency representative to the EOC upon request. ☐ Provide situation status updates on outages, shortages, energy disruptions, and restoration operations to the City of Oakland and Operational Area. If an agency representative is not available for the City EOC, the Operational Area will communicate the information to the City of Oakland through official channels in accordance with SEMS. ☐ Provide wastewater treatment and permits.
California Public Utilities Commission	☐ Oversee the regulatory and safety aspects of utility services within the Operational Area and monitor the regulatory obligations of the utility services within the City of Oakland. ☐ Provide support to the Operational Area for water and sewer system investigations within the City of Oakland.
California Governor's Office of Emergency Services	☐ Support the utility response efforts within the Operational Area to fulfill City of Oakland requests for state and federal assistance. ☐ Upon request and based on available resources, send an agency representative to the City EOC if the Alameda County Operational Area EOC is not activated. ☐ Provide utility resources to the Operational Area to fulfill City of Oakland requests.
California Environmental Protection Agency	☐ Provide regulatory oversight and reporting requirements for all utilities in the City of Oakland. ☐ Alert distribution utilities and manage bulk energy shortage in coordination. ☐ Regulate the distribution of utility response to shortages and provide status updates to the Operational Area. The Operational Area will communicate the information to the City of Oakland through established channels. ☐ Perform a review of utility performance after the incident and provide the report to the City of Oakland. ☐ Utilize statutory and regulatory authority to ensure cleanup; impose cease and desist or abatement orders; release available funding for appropriate functions; assess fines; and work to recover costs for abatement, mitigation, or contract cleanup.
U.S. Army Corps of Engineers	☐ Provide electrical generators and other support services as needed during response activities in coordination with Cal OES Operations Branch.

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Organization/Department	Roles and Responsibilities
Department of Energy	☐ Coordinate with the Cal OES Recovery Branch on the issues and policy decisions related to energy response and restoration efforts. ☐ Coordinate with the Cal OES Recovery Branch on the assessment of the energy system damage and repair work.
Northern California Power Agency	☐ Support the Cal OES Recovery Branch for any issues and concerns related to power plants.
California Utilities Emergency Association	☐ Facilitate communication and cooperation among member utilities and public agencies and with non-member utilities where resources and priorities allow. ☐ Provide emergency response support wherever practical for electric, petroleum pipeline, telecommunications, and gas, water and wastewater utilities.
Utility Companies	☐ Provide an assessment of damages, number of affected households, restoration plans. ☐ Provide a liaison (either in person or via the utility EOC) to coordinate response activities. ☐ Support the Operational Area power response efforts and coordinate with the EOC on restoration priorities. ☐ Repair infrastructure and reports regarding repair activities and catastrophic failure.

IV. Planning Assumptions

The following planning assumptions apply to the execution of ESF #12 – Utilities:

- There may be widespread and possibly prolonged electric power outages or interruptions. Restoration of power is one of the highest priorities for response actions.
- Interruptions in the delivery of natural gas may occur as a result of loss of commercial electric power.
- During periods of abnormal weather or in the event of multiple unanticipated generating unit outages, there may be times when generating capacity falls short of customer demand.
- Damage to water, wastewater, and sewer infrastructure and a lack of power may result in public health issues or public health emergencies.
- The public may independently cache fuel when it fears prolonged fuel scarcities, reducing fuel availability for other government-led efforts or other restoration efforts.
- There may be widespread and possibly prolonged disruption to the supply and distribution of natural gas.
- Transportation and telecommunication infrastructure may be affected by a disruption in power. If this occurs, traffic signals will not operate, causing gridlock. Public health and safety services will be

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impacted. Outages will impede the transportation of petroleum products to support emergency power generation.

- Coordination and direction of local efforts, including volunteer efforts, will be required.
- Affected areas may not be readily accessible except by air.

V. Policies

The following policies, rules, and regulations apply to the execution of ESF #12 – Utilities:

- ESF #12 – Utilities coordinates the emergency response of a multitude of agencies and organizations. As a result, it is impossible to list all of the policies that regulate the specific operations. Each primary and supporting department or organization in this ESF is responsible for developing policies specific to their respective emergency operations.
- ESF #12 – Utilities will assist in coordination with impacted departments without regard to race, color, national origin, religion, nationality, sex, age, disability, limited English proficiency, economic status or sexual orientation.
- ESF #12 – Utilities will reference critical infrastructure prioritization lists when determining service restoration.
- Individuals with disabilities and others with access or functional needs who require power generation to operate life-sustaining equipment and devices or refrigeration to store necessary prescription medications shall receive priority access to these services.
- Primary and supporting organizations will provide sufficient personnel to staff the ESF #12 – Utilities 24 hours per day, as necessary for the level of activation. The staff will be qualified persons able to facilitate decisions for the organization they represent.
- Individuals staffing the EOC on behalf of ESF #12 – Utilities should have extensive knowledge of the resources and capabilities of their respective organizations, and have access to the appropriate authority for committing organization resources.

VI. References

The following agreements, procedure, plans, and guidelines apply to the execution of ESF #12 – Utilities, in addition to references listed in the EOP:

- City of Oakland Emergency Operations Plan
- Alameda County Resolution 48-748 Master Mutual Aid Agreement
- Mutual Aid Agreement with East Bay Municipal Utilities District
- Cal. Government Code, Chapter 7, Division 1, Title 2 (California Emergency Services Act)
- Various State Water Resource Control Board guidance

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I. Primary and Supporting Departments and External Entities

The following City of Oakland (City) departments have been identified as primary and supporting departments that will be responsible for carrying out the functions of Emergency Support Function (ESF) #13 – Law Enforcement. The primary departments have significant authorities, roles, and resources to accomplish the scope of the ESF and have ongoing coordinating responsibilities throughout the preparedness, response, and recovery phases of incident management. Supporting departments are those entities with specific capabilities or resources that support primary departments in executing the mission of the ESF. Other departments may be called upon to support the ESF as necessary.

Refer to the Emergency Management Services Division (EMSD) 24-Hour Emergency Contact List for specific names and points of contact for each department and supporting entity below.

Role	Name of Department	Department Contact
Primary City Department	Oakland Police Department (OPD)	510-777-3333
Supporting City Departments	Information Technology Department (ITD)	510-238-4702
	Oakland Fire Department (OFD)	510-238-3856
	Oakland Public Works Department (OPW)	510-238-3961
	Oakland Department of Transportation (OakDOT)	510-238-2967
	Oakland Animal Services Department (OAS)	510-535-5602
	Emergency Management Services Division (EMSD)	510-238-3938

The following *external* entities have been identified as supporting departments that the City will coordinate with through the Operational Area:

Supporting Entities	Name of Agency	Point of Contact
County	Alameda County Sheriff's Office	510-272-6878
Regional	Northern California Regional Intelligence Center (NCRIC)	866-367-8847
State	California Highway Patrol (CHP)	800-835-5247
	California State Threat Assessment Center	916-636-2900
	U.S. Department of Justice	202-514-2000

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Supporting Entities	Name of Agency	Point of Contact
Federal	Bureau of Alcohol, Tobacco, and Firearms (ATF)	800-800-3855
	Federal Bureau of Investigation (FBI)	202-324-3000
	Federal Emergency Management Agency	Watch Center Manager 888-709-3362 (24H)
Nonprofit/Volunteer Organizations	OPD Reserve Officers	510-238-3365

II. Purpose

ESF #13 – Law Enforcement describes the command, control, and coordination of citywide law enforcement activities to support emergency operations and coordination with the City EOC. ESF #13 – Law Enforcement is intended to assist in the reduction or minimization of loss of life, property and the environment during times of emergency and facilitates the restoration of order in a timely and effective manner.

This ESF identifies the key policies, concepts of operations, roles and responsibilities, and capabilities associated with ESF #13 – Law Enforcement in the City of Oakland. Specific operating procedures and protocols are addressed in documents maintained by the participating organizations.

A. How to Use this ESF

- Review the entire document and identify the roles and responsibilities for your department.
- Prior to an incident, identify necessary capabilities (staff, plans, procedures, training, equipment) that your department will need to be able to implement the assigned roles and responsibilities.
- Immediately after being notified of an incident, refer to this document as a reminder of roles and responsibilities. Follow established supporting plans and procedures. Remain flexible as each incident is unique and may require you to modify your approach.

B. Scope

ESF #13 – Law Enforcement manages and coordinates law enforcement activities and provides personnel and equipment resources to execute response activities in the public safety and security area.

This ESF does not supersede or exclude any existing Oakland Police Department General Order, procedures, or policy memorandums and established mutual aid relationships and agreements.

Furthermore, this ESF is not a tactical action plan. It describes general roles and responsibilities to support law enforcement efforts during an emergency incident.

III. Concept of Operations

A. General

- During any event that exceeds or is beyond the normal day-to-day law enforcement activities, OPD will activate its Department Operations Center (DOC) to coordinate overall OPD activities and conduct department-level ESF #13 – Law Enforcement functions.

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- If needed, the City EOC will be activated. OPD will provide department representatives to support the Operations Section and other areas of the EOC organizational structure as needed. OPD will lead the Operations Section – Law Enforcement Branch.
- Incident information and needs will be communicated from the OPD DOC to the EOC Operations Section – Law Enforcement Branch.
- The department representatives will staff the ESF #13 – Law Enforcement workstation(s) in the EOC, identify needed support departments, and ensure that support departments are activated or placed on standby as needed.
- In the event that city's law enforcement resources have been exhausted, the OPD Mutual Aid Coordinator or designee will submit resource requests to the Operational Area Law Enforcement Mutual Aid Coordinator, who will submit the request to the California Governor's Office of Emergency Services (Cal OES) Coastal Region II Law Enforcement Mutual Aid Coordinator if the operational area is unable to fulfill the request(s).

B. Organization

- ESF #13 – Law Enforcement will organize under the leadership of OPD. The OPD personnel assigned to the EOC will provide Commander's Intent for all assigned missions. EMSD coordinates the organizational structure for directing, planning, implementing, and monitoring missions assigned according to the ESF concept.
    - The primary department will provide direction for the operation of the ESF, assign ESF #13 – Law Enforcement personnel to the requests for assistance, and ensure requests for assistance are met, documented, and prioritized. ESF #13 – Law Enforcement will establish liaisons with other appropriate ESFs and maintain open communications with these ESFs in both the planning and operational phases.
    - The support departments assigned to ESF #13 – Law Enforcement assist the EOC in providing law enforcement support during an emergency, large-scale event, or after a major disaster. The composition of the support departments for ESF #13 – Law Enforcement may change because of the event planning process. The departments identified in this ESF will constitute the basis for providing law enforcement support assistance to departments/external agencies.
    - All supporting departments will operate under the leadership of their respective primary department representative located at the EOC. Each department represented will be expected to activate and direct its response resources in accordance with its department's operating procedures.

Figure 1 shows the organization structure and the flow of information for ESF #13 – Law Enforcement.

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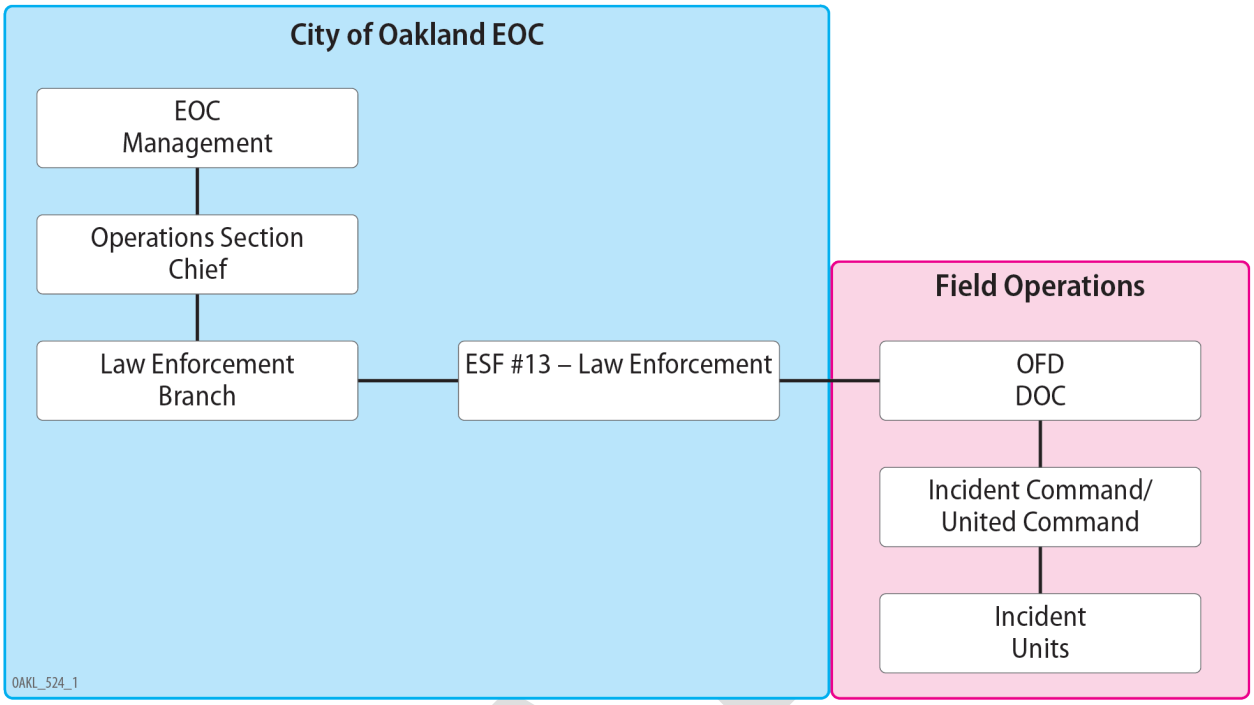

Figure 1: ESF #13 – Law Enforcement organization structure and information flow

C. Notification and Activation

ESF #13 – Law Enforcement can be activated partially or in whole by the Police Chief in communication with the Emergency Manager and the City Administrator. In the event requiring citywide coordination of resources, the EOC Director or the Emergency Manager will activate the EOC. Notification will then be issued to each department serves as the primary lead for Operations, Planning, Logistics, and Finance and Administration Sections. If necessary, the Operations Section Chief will notify and activate ESF #13 – Law Enforcement.

Notification will occur through concurrent lines of communication, using multiple channels, including the emergency notification system AC Alert and direct phone calls to department representatives.

ESF #13 - Law Enforcement is always in effect with response phases activated as determined by any incident requiring an elevated need for law enforcement coordination. The level of activation will be determined according to the needs and magnitude of the disaster.

D. Preparedness, Response, and Recovery Activities

The primary department, OPD, is responsible for coordinating and/or delegating the preparedness, response, and recovery activities of ESF #13 – Law Enforcement with the supporting entities.

Phase	Activities
Preparedness	• Provide emergency plans and procedures to guide the activities of ESF #13 – Law Enforcement. • Review ESF #13 – Law Enforcement annually and update as needed.

Phase	Activities
	○ Develop/review plans, procedures/guidelines, and policies for coordinating and managing law enforcement activities effectively under all hazards and conditions. ○ Participate in the development of programs and systems to process the inflow of law enforcement requests from departments and other ESFs in a timely fashion. • Develop staffing procedures/guidelines and checklists. • Coordinate and participate in planning with support departments. • Coordinate the development and implementation of law enforcement resource training and exercise programs. • Ensure lead department personnel are trained in their responsibilities and duties. • Develop and maintain a list of resources required for the activation of ESF #13 – Law Enforcement. • Ensure emergency responders are familiar with law enforcement procedures/guidelines. • Work within the existing city, county, and regional plans and partnership agreements to meet law enforcements requirements during and emergency, large-scale event, or after a disaster. • Coordinate agreements for any supplemental and/or specialized public safety and security support.
Initial Response (within the first 72 hours)	• Step 1: Notify, alert, and share information • Notify and alert designated OPD, EOC, and OFD staff of the current situation. • Ensure all off-duty law enforcement and public safety personnel have been notified of call-back status and when they should report in accordance with current department emergency procedures. • Establish communication with appropriate field personnel for the coordination of response efforts. • Alert and notify ESF #15 – Public Information of the situation so that they can alert the public of the pending or existing emergency. • Notify OPD/OFD Dispatch to activate appropriate public warning systems. • Notify the Alameda County Sheriff's Office or the county EOC, if activated, and the Watch Commander of status. Request mutual aid if necessary. • Ensure that Coroner notification is made to the Alameda County Operational Area via the Alameda County Sheriff's Office, EOC, or Watch Commander. Determine the expected time of arrival.

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Phase	Activities
	• Respond to all threat notifications and alert the appropriate county, state, and federal agency. • Alert county and state law enforcement personnel as appropriate. • Alert all branch chiefs upon ESF #13 – Law Enforcement activation. • Notify and direct field units to report pertinent information (casualties, damage observations, evacuating status, radiation levels, chemical exposure, etc.) through the chain of command to the appropriate EOC operations branch. • Step 2: Develop and coordinate response activities • Assign ICS positions and serve as Section Chief as directed by incident command. • Develop strategies for initial response and alter normal patrol procedures to accommodate the emergency situation. • Deploy law enforcement personnel and resources as required. • Coordinate with the FBI and other federal law enforcement agencies if the emergency was caused by an act of terrorism. OPD will lead response management coordination for the City of Oakland and the FBI will lead federal agency response for criminal investigations of terrorist acts or terrorist threats and intelligence collection activities. FEMA will be the primary federal agency for domestic incident management. • Coordinate and request mutual aid resources through the California Law Enforcement Mutual Aid system. Resources will be dispatched in conjunction with the support agency policies. • Coordinate incoming law enforcement mutual aid resources for outside agencies during the emergency. • Coordinate and provide necessary security to OFD and the medical services division, medical personnel, and public utility personnel while performing emergency tasks if needed. • Coordinate with the appropriate units of the Logistics Section for supplies, equipment, personnel, and transportation for field operations. • Establish a multi-purpose staging area, if required. • Establish emergency traffic routes in coordination with the Transportation Branch, utilizing the County Operational Area Law Enforcement/Movement Plan. Monitor the establishment of evacuation routes to ensure that they do not pass through hazard zones. • Coordinate with the Transportation Branch traffic engineering to determine capacity and safety of evacuation routes and time necessary to complete evacuation. If necessary, implement the City of Oakland Mass Transportation and Evacuation Annex in coordination with ESF #5 – Management.

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Phase	Activities
	• Coordinate with the emergency functional needs coordinator (E-FNC) and field units to identify persons/facilities that have special evacuation requirements (i.e., individuals with disabilities or other access and functional needs and those that are hospitalized, elderly, institutionalized, and incarcerated). Check status. Evacuate if necessary. • Coordinate with the State Threat Assessment Center and NCRIC for threat and information communication. • Coordinate all law enforcement and traffic control operations during the disaster, including the movement of people and evacuation operations. • Step 3: Identify, establish, and provide law enforcement response assets and procedures • Ensure law enforcement and public safety personnel have completed status checks on equipment, facilities, and operational capabilities. • Re-stage law enforcement resources if necessary. • Enact the Terrorism Incident-Specific Annex and follow the procedures if an act of terrorism has occurred. • Establish emergency orders. • Establish safe traffic routes for incoming resources. • Ensure that security is provided at incident facilities. • Ensure access control to damaged areas. • Verify inventories of available public safety and security services and provide a summary listing to ESF #5 – Management. • Implement cost accounting measures (provided by the Finance and Administration Section) for tracking overall ESF #13 – Law Enforcement personnel, equipment, materials, and other costs incurred during emergency response actions. • Pre-position response resources when it appears that city public safety and security resources will be required.
Continued Response **(3+days)**	• Step 4: Continue to coordinate, monitor, track and share information on law enforcement needs, resources, and capabilities • Maintain contact with established DOCs and control/dispatch centers to coordinate resources and response personnel • Activate the City of Oakland Animal Care Annex, if needed. • Provide necessary support to Alameda County correctional facility staff, in the event the facility staff must be augmented upon request. • Request the Operational Area to activate the Emergency Mortuary Response Plan as necessary to supplement Coroner operations. Assist as needed. • Reassign law enforcement resources within the disaster site as necessary.

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Phase	Activities
	• Investigate crimes associated with the disaster. • Continue to provide public safety. • Continue to monitor and coordinate OPD field operations. • Maintain logs on essential elements of information relating to arrests, injuries, deaths, personnel distribution, traffic control, and property damage. • Coordinate animal services response with ESF #11 – Food, Agriculture, and Animal Services. • Draft recommendations for After Action Reports and other reports as needed.
Recovery	• Coordinate with ESF #5 – Management to develop recovery strategies. • Provide public safety as the city shifts from response to recovery actions. • Coordinate with all county, state, and federal agencies on any ongoing criminal investigations related to the disaster.

E. Department Specific Roles and Responsibilities

The following table outlines the roles and responsibilities of city departments or departments that have a role in the coordination and execution of ESF #13 - Law Enforcement responsibilities.

All departments and departments are expected to develop supporting plans and procedures to help them meet the roles and responsibilities outlined below.

Department	Roles and Responsibilities
Oakland Police Department	☐ Provide leadership in directing, coordinating, and integrating city efforts to provide public safety and security assistance to the affected areas of the city. ☐ Request and obtain assistance from the support departments and other local support organizations. ☐ Continuously acquire and assess information about the disaster situation. Staff will identify the nature and extent of public safety and security problems, and establish appropriate monitoring and surveillance of the situation to obtain valid, ongoing information. ☐ Coordinate with ESF #2 – Communications to ensure communication needs are met for law enforcement and public safety personnel. Request volunteer radio operators if needed. ☐ Provide force protection to ESF #9 – Search and Rescue in accordance with established written directives and standard operating procedures (SOPs).

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Department	Roles and Responsibilities
	☐ Provide security to public emergency shelters, feeding sites, commodity points of distribution (PODs) other mass care facilities, and staging or storage areas through ESF #6 – Mass Care and Shelter. ☐ Control re-entry into evacuated or heavily damaged areas. ☐ Provide for the pre-staging of law enforcement resources, especially those identified for use as part of pre-staged response teams. ☐ Provide security for control of prisoners or designated temporary holding facilities, prevention of prisoner riots and escape, and protection of officer safety as requested by Alameda County within the jail. ☐ Provide for public safety. ☐ Investigate crime and recover evidence. ☐ Coordinate crime scene protection. ☐ Work with federal, state, and local public safety organizations on investigations.
Oakland Public Works Department	☐ Coordinate transportation resources to support emergency response and recovery activities, including evacuation and re-entry for residents. ☐ Process transportation assistance requests from ESF #13 – Law Enforcement. ☐ Coordinate with ESF #13 – Law Enforcement on the identification of transportation routes and reconfiguration for emergency response activities. ☐ Identify and develop movement restrictions within City limits in coordination with ESF #13 – Law Enforcement.
Oakland Department of Transportation	☐ Coordinate transportation resources to support emergency response and recovery activities, including evacuation. ☐ Coordinate and prioritize the use of all modes of Para-transit, public, and private transportation to transport people, goods, and services to and from the affected areas in coordination with ESF #13 – Law Enforcement.
Oakland Fire Department	☐ Coordinate with ESF #13 – Law Enforcement to secure the perimeter of the disaster area for responding firefighters. ☐ Coordinate with ESF #13 – Law Enforcement for the investigation of any disaster related incidents.
Information Technology Department	☐ Provide communications and information technology resources for all law enforcement and public safety response operations. ☐ Provide GIS maps if requested for law enforcement activities.
Oakland Animal Services Department	☐ Activate the City of Oakland Animal Care Annex, as necessary, and provide evacuation assistance for pets and larger animals.

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Department	Roles and Responsibilities
Emergency Management Services Division	☐ Activate the EOC. ☐ Provide coordination and support to other departments/external agencies as necessary. ☐ If the Alameda County Operational Area EOC has been activated, provide coordination between the City and Alameda County Operational Area EOCs.

F. External Supporting Entities Roles and Responsibilities

The following external entities may provide support, services, situation reports, information, and/or resources to the City of Oakland, based on their expected roles and responsibilities and availability, through coordination with the Alameda County Operational Area.

Supporting Entity	Roles and Responsibilities
Alameda County Sheriff's Office	☐ Receive and support law enforcement operations resource requests from the City of Oakland using the Mission Resource Request process. ☐ Request regional or state resources for the Operational Area that cannot be filled from within the Operational Area for the City of Oakland. ☐ The Alameda County Sheriff will function as the Operational Area Law Enforcement Coordinator as well as the Cal OES Coastal Region II Law Mutual Aid Coordinator. ☐ Coordinate countywide traffic control operations for the Operational Area to support City of Oakland requests and response operations. ☐ Serve as the liaison between the City of Oakland and the state and federal agencies. ☐ Provide oversight from the Coroner's Office to respond to the scene and provide coordination of mass fatality efforts, including investigating, establishing temporary morgue(s), coordinating transportation of remains, performing postmortem examinations and identifications, securing evidence, certifying cause and manner of death, and releasing remains within the Operational Area to fulfill City of Oakland requests. ☐ Coordinate Alameda County Sheriff's Office Coroner's Bureau field activities to fulfill City of Oakland requests. ☐ Receive, forward, and coordinate Coroner's mutual aid and other resource requests from ESF #13 – Law Enforcement.

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Supporting Entity	Roles and Responsibilities
	☐ Request federal assistance under the Disaster Declaration through Cal OES in support of City of Oakland requests to the Operational Area.
Northern California Regional Intelligence Center	☐ Compile, analyze, and disseminate criminal, homeland security, and terrorist information and intelligence, as well as information related to city departments to the Operational Area. The Operational Area will then disseminate the information to the City of Oakland. ☐ Disseminate threat assessments to the Operational Area for the City of Oakland. ☐ Respond to requests for information from the Operational Area for the City of Oakland.
California State Threat Assessment Center	☐ Compile, analyze, and disseminate criminal, homeland security, and terrorist information and intelligence. The Operational Area will then disseminate the information to the City of Oakland. ☐ Disseminate threat assessments to the Operational Area for the City of Oakland. ☐ Respond to requests for information from the Operational Area for the City of Oakland.
California Highway Patrol	☐ Coordinate the security and public safety on all highways and state roadways.
U.S. Department of Justice	☐ Operate the National Response Coordination Center (NRCC) and then the Joint Field Office (JFO) when it is established to support the Operational Area response during a terrorism incident.
Bureau of Alcohol, Tobacco, and Firearms	☐ Conduct case investigations, surveillance, and intelligence information when there has been or there is a potential of a illegal use and trafficking of firearms, the illegal use and storage of explosives, acts of arson and bombings, acts of terrorism, and/or the illegal diversion of alcohol and tobacco products.
Federal Bureau of Investigation	☐ Conduct case investigations, surveillance, and intelligence information where there has been or there is the threat of terrorism, counterintelligence, cyber crime, public corruption, civil rights, organized crime, white-collar crime, violent crime and/or major theft(s). ☐ Serve as the lead during as terrorism incident. See the Terrorism Incident-Specific Annex for more information.
U.S. Department of Homeland Security - Federal Emergency Management Agency	☐ Initiate the NRCC and manage all operations within the NRCC if requested by Cal OES in support of the Operational Area to fulfill City of Oakland requests for federal assistance.

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Supporting Entity	Roles and Responsibilities
	☐ Establish the JFO and manage all operations within the JFO if requested by Cal OES in support of the Operational Area to fulfill City of Oakland requests for federal assistance. ☐ Coordinate with the state to provide needed resources to the Operational Area to fulfill City of Oakland requests for federal assistance.
Nonprofit/Volunteer Organizations: • **OPD Reserve Officers**	☐ If activated by OPD, will respond per the protocols established by OPD.

IV. Planning Assumptions

The following planning assumptions apply to the execution of ESF #13 – Law Enforcement:

- Response efforts will create immediate and continuous demand for public safety and security services. The demand may eventually exceed the capabilities of OPD.
- OPD will request assistance through the Operational Area by utilizing the existing mutual aid agreement process.
- During a major citywide incident, OPD will request logistics support from the City EOC.

V. Policies

The following policies, rules, and regulations apply to the execution of ESF #13 – Law Enforcement:

- ESF #13 – Law Enforcement coordinates the emergency response of a multitude of departments and organizations. As a result, it is impossible to list all policies that regulate the specific operations. Each primary and support department or organization in this ESF is responsible for developing department policies specific to their respective emergency operations.
- ESF #13 – Law Enforcement will assist in coordination with impacted departments without regard to race, color, national origin, religion, nationality, sex, age, disability, limited English proficiency, economic status, or sexual orientation.
- Primary and support departments will provide sufficient personnel to staff the ESF #13 – Law Enforcement 24 hours per day, as necessary for the level of activation. The staff will be qualified persons able to facilitate decisions for the department they represent.
- Individuals staffing the EOC on behalf of ESF #13 – Law Enforcement agencies and organizations should have extensive knowledge of the resources and capabilities of their respective agencies and have access to the appropriate authority for committing department resources.

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VI. References

The following agreements, procedure, plans, and guidelines apply to the execution of ESF #13 - Law Enforcement:

- City of Oakland Emergency Operations Plan
- City of Oakland Terrorism Incident-Specific Annex
- City of Oakland Animal Care Annex
- San Francisco Bay Area Regional Emergency Coordination Plan/Law Enforcement and Coroner/Medical Examiner Subsidiary Plan
- Cal. Government Code, Chapter 7, Division 1, Title 2 (Cal. Emergency Services Act)
- State of California Vehicle Code, Chapter 2, Division 2, Section 1, Article 4
- State of California Street and Highway Code
- Cal OES Law Enforcement Mutual Aid Plan, 2016 Edition
- State Master Mutual Aid Agreement
- Division General Orders

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I. Primary and Supporting Departments and External Entities

The following City of Oakland (City) departments have been identified as primary and supporting departments that will be responsible for carrying out the functions of Emergency Support Function (ESF) #14 – Recovery. The primary departments have significant authorities, roles, and resources to accomplish the scope of the ESF and have ongoing coordinating responsibilities throughout the preparedness, response, and recovery phases of incident management. Supporting departments are those entities with specific capabilities or resources that support primary departments in executing the mission of the ESF. Other departments may be called upon to support the ESF as necessary.

Refer to the Emergency Management Services Division (EMSD) 24-Hour Emergency Contact List for specific names and points of contact for each organization and supporting entity below.

Role	Name of Department	Contact
Coordinating City Office	City Administrator's Office	510-238-3301
Primary City Offices and Departments	City Administrator's Office	510-238-3301
	Office of the Mayor	510-238-3141
	Emergency Management Services Division	510-238-3938
Supporting City Departments	Oakland City Attorney	510-238-3601
	Oakland City Council	510-238-3266
	Office of the City Clerk	510-238-3612
	Housing and Community Development Department	510-238-3317
	Finance Department	510-238-2220
	Oakland Public Works Department (OPW)	510-238-3961 Call Center: 510-615-5566
	Oakland Department of Transportation (OakDOT)	510-238-2967
	Planning and Building Department	Zoning: 510-238-3941 Permits: 510-238-3891

Role	Name of Department	Contact
		Inspections: 510-238-3444
	Economic and Workforce Development Department	510-238-3627
	Human Services Department	510-238-3121

The following *external* entities have been identified as supporting agencies that the city will coordinate with through the Operational Area:

Supporting Entities	Name of Organization	Point-of-Contact
County	Alameda County Social Services Agency	510-271-9100
	Alameda County Sheriff's Office—Office of Emergency Services	EOC Main Line: 925-803-7888 Duty Officer: 510-667-7721
	Alameda County Public Health Department	510-267-8000
Regional	Oakland Housing Authority (OHA)	510-874-1500
	Bay Area Community Services	510-613-0330
State	California Governor's Office of Emergency Services (Cal OES)	State Warning Center (24/7): 916-845-8911
	California Department of Transportation (Caltrans)	510-286-6917
	California Department of Resources Recycling and Recovery (Cal Recycle)	916-322-4027
	California Department of Housing and Community Development (HCD)	916-263-7400
	California Department of Social Services (CDSS)	Disaster Services Bureau: 916-651-8880
Federal	Federal Emergency Management Agency (FEMA)	Watch Center: 888-709-3362

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Supporting Entities	Name of Organization	Point-of-Contact
	U.S. Department of Housing and Urban Development (HUD)	National: 202-708-1420 Region IX: 415-489-6400
	Small Business Administration (SBA)	Region IX: 818-552-3437
	U.S. Army Corps of Engineers (USACE)	San Francisco District: 415-503-6804 National: 202-761-4603
Nonprofit/Private Organizations	Centers for Independent Living, Inc. (Berkeley, CA)	510-763-9999
	Community Resources for Independent Living (Hayward, CA)	510-881-5743
	American Red Cross, Oakland	510-594-5100 Dispatch: 866-272-2237
	Eden I&R (2-1-1 Alameda County)	Administration: 510-537-2710
	Alameda County Voluntary Organizations Active in Disaster (AlCoVOAD)	Chair: Lars Eric Holm 510.727.9516 leholm@edenir.org
	Downtown Oakland Association *	510-238-1122
	Oakland Chamber of Commerce *	510-874-4817
	Oakland Chinatown Chamber of Commerce*	510-604-9091

* These business associations will also be helpful in coordinating information and resources from a wide range of private sector businesses located in the City of Oakland.

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II. Purpose

ESF #14 – Recovery describes the general process and activities of public and private sector entities involved with short-term or intermediate disaster recovery efforts in the City of Oakland. This ESF identifies key policies, a concept of operations, roles and responsibilities, and capabilities associated with ESF #14. A key purpose of ESF #14 is to institutionalize the process of accessing recovery needs and activating and transitioning to a formal Post-Disaster Recovery Structure, if warranted, as part of the Emergency Operations Center (EOC).

The primary goal of ESF #14 is to begin the process of obtaining and organizing resources to assist the recovery of public agencies, businesses, community organizations, and individuals and families affected by disaster incidents. The focus of ESF #14 is on recovery actions and activities occurring the first days or several weeks after a disaster incident that are coordinated primarily in the City's EOC, until transitioned to a Long Term Recovery Organization, as defined in the City of Oakland Disaster Recovery Framework (DRF) and Recovery Support Functions (RSFs). Specific procedures and protocols are addressed in documents maintained by the participating organizations, and as part of the City of Oakland's Disaster Recovery Program.

A. How to use this ESF

- Review the entire document and identify the roles and responsibilities for your organization and department.
- Prior to an incident, identify necessary capabilities (staff, plans, procedures, training, equipment) that your organization or department will need to be able to implement the assigned roles and responsibilities.
- Immediately after being notified of an incident, refer to this document as a reminder of roles and responsibilities. Follow established supporting plans and procedures. Remain flexible as each incident is unique and may require you to modify your approach.

B. Scope

ESF #14 – Recovery provides the direction for assessing overall recovery needs and obtaining to resources to address the recovery needs of City departments and agencies, nongovernmental organizations, private sector businesses, and survivors after the occurrence of a disaster. It also works to ensure the effective activation of a Post-Disaster Recovery Structure and a successful transition of local leadership, decision-making, planning and implementation from the emergency response into the intermediate and long term recovery phases.

ESF #14 will work to fulfill the recovery vision set forth in the City's Disaster Recovery Framework that defines how the City will effectively lead local recovery in close collaboration and coordination with local residents, businesses, key stakeholders and State and Federal agencies after a disaster. The City will use a "Whole Community" approach with regard to recovery planning and program implementation to overcome the destruction and disruption of a disaster, and to achieve a renewed community that is safer and more resilient. The City's vision for recovery is governed by the following principles:

- Recovery is community-led with the City as a catalyst for local residents, businesses and community groups to advocate for their needs.
- Cooperation and strong relationships within Oakland's government ensure smooth continuity of governance as the city progresses in response, short term recovery, and long term recovery.

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- A cohesive recovery results from the integrated and collaborative recovery planning and implementation that the city promotes within its impacted communities and across the region.
- City community services will strive to keep impacted residents and businesses in the community by providing services that allow them to rebuild their lives and livelihoods in place.
- The City will strive to maintain and expand housing affordability in disaster recovery.
- The City will work with impacted communities to ensure that disaster rebuilding helps to strengthen and revitalize today's struggling neighborhoods.
- The City will work to integrate environmental sustainability (including for buildings, infrastructure, and natural systems) into recovery and rebuilding activities.

To address Oakland's post-disaster recovery needs, ESF #14 will concentrate on the following:

- Coordination information necessary to support a local emergency proclamation and request for disaster assistance processes.
- Assessment of social and economic consequences in affected areas in the City and coordination of efforts to address community recovery needs.
- Restoration of essential City facilities and services.
- Protection of natural and cultural resources and historic properties.
- Coordination with EOC Functional Needs Coordinator (E-FNC) to ensure the accessibility to and provision of recovery services to people with disabilities and others with access and functional needs.
- Facilitation of recovery decision-making across ESFs and ensuring a smooth transition to the City's Long Term Recovery Organization, if established.

III. Concept of Operations

A. General

- Recovery planning will begin when life safety issues have been addressed and sustained response objectives have been accomplished.
- ESF #14 – Recovery, primary and supporting agencies will be represented in the EOC by staff from the City Administrator's Office, Mayor's Office, and EMSD to coordinate and monitor short-term and intermediate recovery activities.
- ESF #14 will conduct assessment and recovery data gathering and analysis in coordination with ESF #1—Transportation, ESF #3—Public Works and Engineering, ESF #6—Mass Care and Shelter, ESF #8—Public Health and Medical, and ESF #12—Utilities; prioritize recovery operational objectives in alignment with the EOC Action Plan; and, coordinate recovery response activities, as directed.
- ESF #14 will assist ESF #5—Management with the development of local emergency proclamations, resolutions, or emergency ordinances, as required.
- ESF #14 will work to determine the need to develop and implement community recovery and economic stabilization strategies, with consideration being given to augmenting or expanding existing programs to meet emerging survivor needs.

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- ESF #14 work and cooperate with local businesses, NGOs, FBOs and CBOs and State and Federal authorities to identify and obtain resources and programs to meet survivor recovery needs.
- ESF #14 will monitor the status of emergency repairs of City facilities and the restoration of essential City services in coordination with ESF #1—Transportation, ESF #3—Public Works and Engineering, and ESF #12-- Utilities.
- EF #14 will coordinate with ESF #6—Mass Care and Shelter and ESF #8—Public Health and Medical to identify and address recovery needs of people with disabilities and others with access and functional needs to ensure these needs are incorporated into recovery strategies.
- ESF #14 will work with the Finance/Administration Section in the EOC to ensure that individuals/organizations involved in disaster response and recovery will collect and record information on the use of labor, materials, equipment, and other disaster-related costs, in accordance with State and Federal disaster assistance program requirements.

B. Organization

- Functioning as part of the Planning/Intelligence Section, ESF #14, will organize under the leadership of the City Administrator's Office and the Office of the Mayor, with assistance from the Emergency Management Services Division. Personnel from these offices assigned to the EOC will provide daily direction for all assigned missions. EMSD will develop an organizational structure for directing, planning, implementing, and monitoring missions assigned according to the ESF concept.
- To meet organizational and survivor needs, recovery operations require the support of City agencies and departments working in close coordination with community and private sector organizations. Figure 1, Recovery organization structure and information flow, below, shows how the recovery function is organized within the City of Oakland's EOC. This organizational structure might change given the nature and type of incident, or the identified recovery priorities.

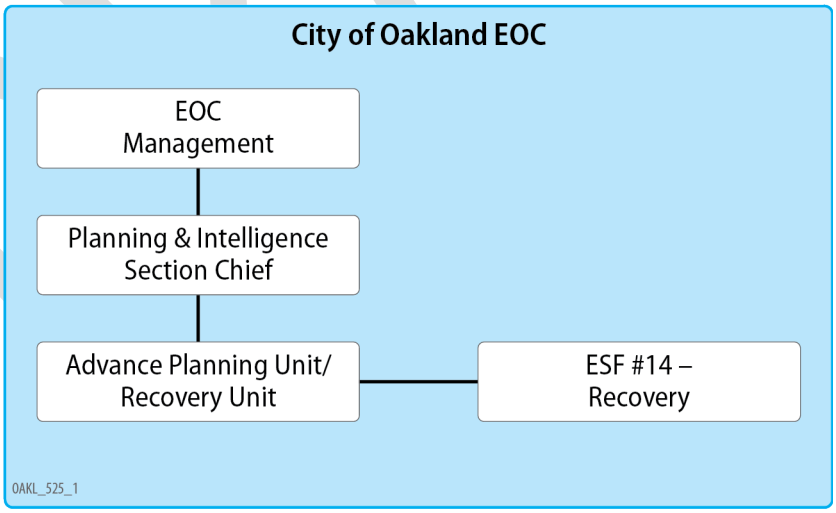

Figure 1, ESF #14—Recovery organization structure and information flow

- ESF #14 primary agencies will provide direction for the operation of the ESF, assign personnel to requests for assistance, and ensure such requests are met, documented, and prioritized. ESF #14 will liaison with other ESFs, as appropriate, and maintain open communication and coordination with these ESFs in both the planning and operational phases.

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- The support agencies assigned to ESF#14 will assist the EOC in providing resource support after a major disaster or emergency. The composition of the support entities for ESF#14 may change because of the nature of the disaster. The entities identified in this ESF will provide resource support to departments/entities following a major disaster or emergency.
- ESF #14 supporting departments/entities will operate under the leadership of their respective primary representative located at the EOC. However, each organization represented will be expected to activate and direct its response resources in accordance with its operating procedures.

C. Notification and Activation

In an incident requiring citywide coordination of resources, the EOC Director will activate the EOC. Notification will then be issued to each department that serves as the primary lead for EOC Operations, Planning & Intelligence, Logistics, and Finance/Administration Sections. If necessary, the Planning/Intelligence Section Chief will notify and activate ESF #14, to support the Recovery Unit for any incident requiring an elevated need for recovery coordination. This activation will be determined according to the needs and magnitude of the disaster. ESF #14 will remain in effect as long as the City's EOC is activated or until the Planning/Intelligence Section Chief recommends to the EOC Director that ESF #14 be deactivated, either because the disaster no longer requires EOC recovery coordination, or because the Post-Disaster Recovery Structure has been activated.

Early in the post-disaster period, the operations of the City's EOC and a post-disaster Recovery organizational structure may run in parallel. Some short-term recovery operations and the assessment of long-term recovery needs will occur in the EOC as actions taken by various ESF's, including ESF #14. These will be overseen by the Recovery Coordinator. The Recovery Coordinator will be responsible for making a recommendation to the EOC Director, City Administrator, and Emergency Services Manager as to whether long-term recovery needs require activation of the Post-Disaster Recovery Structure, including appointment of an Long Term Disaster Recovery Manager (LDRM), activation of the appropriate RSFs, and formation of a Long-term Recovery Organization. The Recovery Coordinator will then begin the transition to recovery operations led by the LDRM, if one is appointed, and will work with the EOC Director, City Administrator and the Emergency Services Manager to maintain synergy and a smooth coordination and transition of decision making, responsibilities, and action planning between the EOC emergency response and the long-term recovery organizations.

The make-up of the Post-Disaster Recovery Structure, as described in **Figure 2**, Post-Disaster Recovery Structure may vary depending on the size and type of disaster and resulting issues, and at the discretion of the LDRM, in consultation with the City Administrator.

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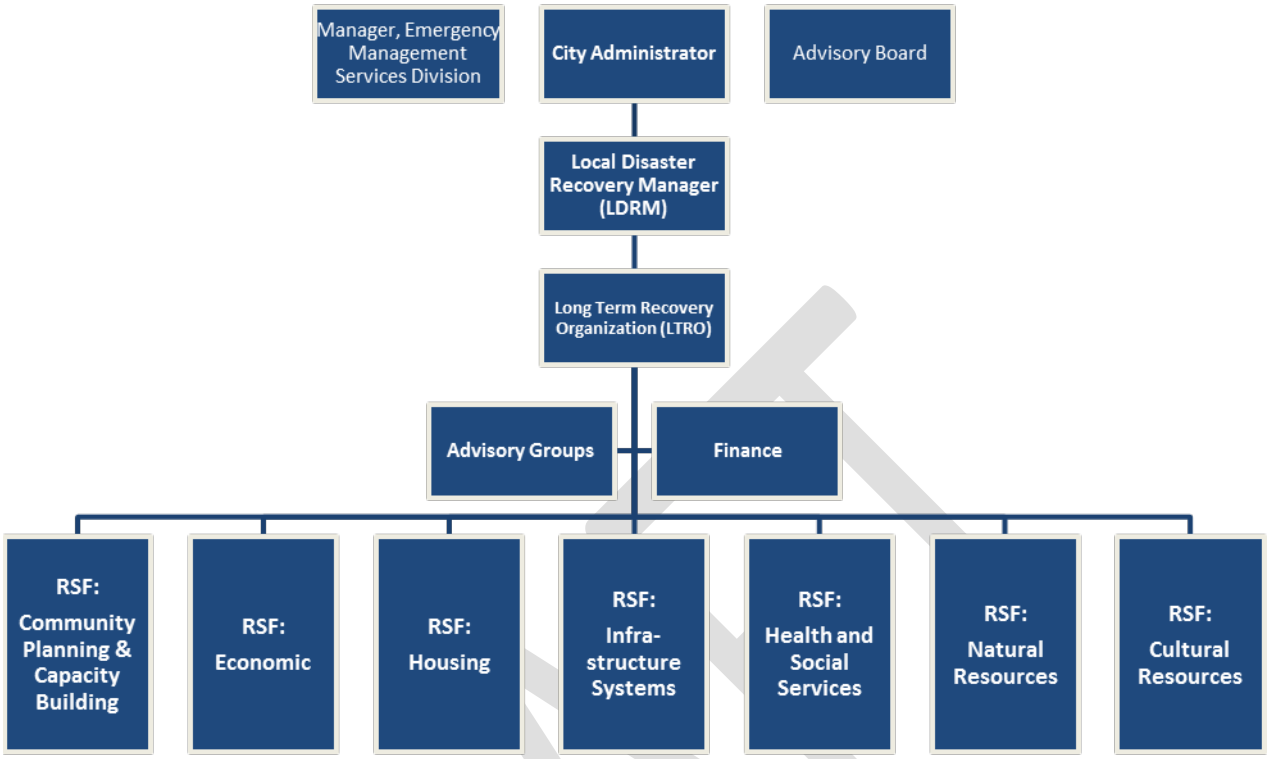

Figure 2, Post Disaster Recovery Structure

D. Preparedness, Response, and Recovery Activities

Recovery and restoration activities will begin almost immediately upon the initiation of response actions and will be determined by incident circumstances. Short-term and intermediate response activities will begin in the EOC, as personnel begins to assemble information and data regarding the extent of damages and disaster-related costs and losses, to support requests for recovery resources and to take the necessary steps for requesting and obtaining State and Federal disaster assistance. Given the complexity of disaster recovery, recovery preparedness activities are vitally important for engaging members of the whole community, and for developing recovery capabilities across governmental and nongovernmental partners to support community recovery efforts. The primary agencies, the City Administrator's and Mayor's Offices, and EMSD are responsible for coordinating and/or delegating the preparedness, response, and recovery activities of ESF #14, Recovery.

Phase	Activities
Preparedness	• Assist departments/agencies with developing emergency plans and procedures to guide the activities of ESF #14. • Review plans and procedures with the Office of the Mayor and the City Administrator's Office to ensure City plans are consistent with the strategic vision for the City.

Phase	Activities
	• Review and ensure that the City's emergency management ordinance is updated, as necessary, to reflect recovery lessons learned and best practices. • Identify and address recovery planning gaps and needs and review and update ESF #14, as necessary, at least annually. • Work with the City's Chief Resilience Officer to ensure that resilience concepts and activities are integrated into recovery planning. • Include recovery agenda topics for Emergency Management Board and Disaster Preparedness Council meetings. • Review the City's contracting and procurement policies on an as-needed basis to ensure compliance with State and Federal disaster assistance program requirements. • Develop/maintain mutual aid/assistance agreements with government agencies, professional associations, and private agencies/organizations to support recovery efforts. • Continually evaluate the capabilities required to accomplish the ESF #14 mission, identify any gaps, and leverage resources to address them. • Develop and/or participate in relevant ESF #14 related planning, training, and exercise activities at the local, regional, State, and/or Federal level. • Work with the City Auditor and the City's Finance Department to develop guidance to ensure that the documentation of costs associated response and recovery activities comply with Federal and State record-keeping, procurement, and audit requirements. • Ensure representatives from the primary and coordinating agencies are fully trained and prepared to respond to the City's EOC to support ESF #14. • Consider developing memoranda of agreement or understanding, or pre-incident contracts with NGOs, community- and faith-based organizations to facilitate the provision of services and assistance after the occurrence of a disaster. • Participate in planning, training, and exercise activities conducted by other ESFs to address recovery activities and topics.
Initial Response (within the first 72 hours)	**Step 1: Establish Recovery Organization in the EOC** • Initiate the activation at the level determined for the EOC, based on the significance of the incident. • Assess need for ESF #14 response to support the EOC. • Notify appropriate ESF #14 primary personnel to report to the EOC. • Notify appropriate ESF #14 supporting departments/agencies and request representation at the EOC and ensure assigned personnel are able to effectively represent the ESF mission.

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Phase	Activities
	• Develop communication and coordination procedures with other department/organizations, Operational Area, and other personnel, as needed. • Establish procedures for integration of pre-incident planning and risk assessment with post incident recovery and mitigation efforts. • Assign ICS positions and serve as a Unit Coordinator, as directed by EOC management. • Contribute to Initial EOC Action Plan by providing information on department/organization available resources, and operational objectives. **Step 2: Assess Recovery Needs** • Coordinate with the Housing and Community Development Department and the Oakland Housing Authority regarding the identification of temporary housing and assessment and tracking of affordable housing for people with disabilities and other access and functional needs. • Work with the Housing and Community Development Department to assess the overall housing situation, identify potential solutions, and request support as needed. • Work with the City's Public Works Department and the Department of Transportation to assess damage to public facilities, streets and roads, and utilities, and initiate temporary repairs. • Coordinate with the Planning and Building Department to assess damage to private property and issue permits for repairs and demolition. • Coordinate with the Human Services Department, Alameda County VOAD, and Eden I&R to assess survivor needs and identify impediments to providing safety-net services and support. • Coordinate with the EOC Functional Needs Coordinator (E-FNC) regarding Federal, State, and local requirements and to ensure that people with disabilities and others with access and functional needs have unrestricted access to recovery services. • Coordinate with adjacent jurisdictions and the Operational Area to develop awareness of developing needs that could affect survivors in Oakland. **Step 3: Coordinate Resources for Recovery** • Coordinate with ESF #2 – Communications, geographic information systems staff to determine vulnerable critical facilities as a basis for identifying recovery activities. • Coordinate with other Oakland agencies to address key issues for disasters such as short-term, interim, and permanent housing, debris removal, decontamination, and environmental restoration, restoration

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Phase	Activities
	of public facilities and infrastructure, and short- and long-term economic recovery. • Coordinate and integrate the resources and assistance programs of voluntary agencies, and other NGOs, community-based and faith-based organizations. • Work with the Planning and Building Department and OPW to coordinate assistance for the restoration and repair of cultural and historical sites that have been damaged. • Coordinate services that the disabled and others with access and functional needs to maintain independent living, which means priority access to accessible and affordable housing for individuals with functional needs. • Coordinate with State and Federal officials and City departments/agencies to assess damage, identify needs, and secure financial assistance for response and recovery activities. • Review requirements and application procedures for State and Federal disaster assistance programs, including those offered under the California Disaster Assistance Act and the Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended, and the Small Business Administration Disaster Loan Program. Establish process to log the damage (Preparedness Activity) Deploy teams (Initial Response) Submit reports (Share info) • Coordinate with the Oakland Housing Authority on potential housing options for disaster victims. Additionally, identify any persons that were impacted by the disaster that are a part of the OHA programs to provide housing options for them. • Insert information about LAAC **Step 4: Share Information** • Coordinate with ESF #15 – Public Information, to dissemination information on State and Federal assistance programs, temporary and interim housing options, disaster recovery or local assistance centers and assistance resources, and City of Oakland recovery strategies.
Continuing Recovery Activities **(3+ days and on)**	• Step 5: Continue To Coordinate, Track, And Share Information On Recovery Efforts • Review and make recommendations pertaining to appropriate zoning variances to accommodate business and commercial repairs and residential re-building. • Track assigned and committed resources and provide a summary to ESF #5 – Management, as directed.

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Phase	Activities
	• Coordinate with ESF#3 – Public Works and Engineering and ESF #10 – Oil and Hazardous Materials regarding the removal of debris affecting natural and/or cultural and historic resources. • Coordinate with ESF #3 – Public Works and Engineering and ESF #12 – Utilities to manage, monitor, or provide technical assistance on emergency stabilization of shorelines, hillsides, etc. to protect cultural and historic properties. • In collaboration with the ESF #5—Management, plan for scheduling and escorting State/Federal preliminary damage assessment teams. • Coordinate with ESF #1—Transportation, ESF #3—Public Works and Engineering, and ESF #12—Utilities regarding the restoration and repair of damaged infrastructure, to accommodate the future vision and community growth needs. • Begin coordinating with EF #17—Volunteer and Donations Management to identify donated resources that can be used to address survivor recovery needs. • Participate in and support the activities of the Regional Recovery Task Force, if established. • Research and obtain grant or Federal funds for recovery efforts. Refer to Section 6 of the *Regional Emergency Coordination Plan, Recovery Subsidiary Plan*, for a list of all funding programs and the criteria to apply for the program.
Transition to Long-term Recovery Activities	• Transition to the City's Post-Disaster Recovery Structure, as defined in the City's Disaster Recovery Framework (DRF) • Continue short-term and intermediate recovery actions as needed. • Continue to gather information from other ESFs, ESF #14 supporting organizations, and affected local agencies to assess the scope and magnitude of the social and economic impacts in the city. • Coordinate the implementation of the long-term community recovery recommendations with appropriate ESFs and organizations. • Coordinate with ESF #6 – Mass Care and Shelter to identify interim and long-term housing strategies. • Coordinate with ESF #8 – Public Health and Medical on identifying long-term health care priorities and issues. • Begin identification of long-term environmental restoration issues and mitigation projects. • Activate RSFs, as necessary, to address long term recovery needs. • Establish Long Term Recovery Organization to oversee the planning and implementation of City recovery efforts.

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E. Department Specific Responsibilities

The following table outlines the roles and responsibilities of each city department that have a role in the coordination and execution of ESF #14.

All agencies and departments are expected to develop supporting plans and procedures to help them meet the roles and responsibilities outlined below.

Department	Roles and Responsibilities
Mayor's Office	☐ Coordinate and manage the overall recovery efforts to ensure that needs are addressed as promptly, adequately, and completely as possible, in cooperation with the City Administrator's Office. ☐ Assign staff to identify and document economic impact and losses avoided due to previous mitigation projects and new priorities for mitigation in affected areas. ☐ Coordinate assessment and revision of existing risk analysis and mitigation efforts. ☐ Provide economic recovery and growth assistance, and provide technical assistance in community planning and economic assessment. ☐ Provide personnel for community outreach and coordinate efforts with county and State officials. ☐ Coordinate the development and distribution of public information materials with ESF #15 – Public Information. ☐ Monitor recovery efforts in coordination with the city, county, and state officials, making adjustments and improvements as necessary. ☐ Coordinating entity for all RSFs with the City Administrator's Office.
City Administrator's Office	☐ Coordinate and manage the overall recovery efforts to ensure that needs are addressed as promptly, adequately, and completely as possible, in cooperation with the Mayor's Office. ☐ Prepare and submit requests for disaster assistance in coordination with ESF #5 – Management, and ESF #7 – Resources. ☐ Direct City agencies and departments to support long-term recovery priorities which may include implementing city administrative orders and policies. ☐ Appoint a Recovery Coordinator or Local Disaster Recovery Manager (LDRM). ☐ Coordinating entity for all RSFs with the Mayor's Office.
Emergency Management Services Division	☐ Serve as the primary point-of-contact with Alameda County and Cal OES in implementing State and Federal disaster relief programs and assistance. ☐ Coordinate the collection and reporting of damage assessment information with municipal departments/agencies and the Operational Area, in coordination with ESF #5—Management.

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Department	Roles and Responsibilities
	☐ Coordinate with ESF #5 – Management on the schedule for applicant briefings for the public assistance program. ☐ Maintain records of expenditures and document resources utilized during recovery efforts, in coordination with the Finance Department. ☐ Provide guidance and advice regarding recovery program requirements and application procedures. ☐ Recommend priority recovery projects that can be quickly implemented, especially those relating to critical facilities based on existing plans and procedures. ☐ Coordinate recovery training and exercises with appropriate local, regional, State, or Federal agencies. ☐ Support and assist the Mayor's Office and City Administrator's Office as a Coordinating entity for the RSFs.
Oakland City Attorney	☐ Draft ordinances, resolutions, and other legal documents pertaining to disaster recovery. ☐ Provide legal guidance, as necessary, on all contracts, purchases, and procurements during and after the disaster. ☐ Provide legal guidance on lawsuits that may be filed after the disaster. ☐ Consult with departments on issues that may result in disaster assistance program appeals.
Oakland City Council	☐ Provide updates to constituents on recovery efforts. ☐ Provide information regarding concerns, issues, and new policy recommendations for the City of Oakland from the constituents to ESF #5—Management and the EOC Policy Group. ☐ Provide assistance to constituents to resolve recovery issues, in coordination with EOC staff, as appropriate.
Office of the City Clerk	☐ Assist with the preparation of legal documents pertaining to recovery ☐ Maintain official City records and documents, including the Oakland Municipal Code and Planning Code. ☐ Verify the posting and publishing of legal notices
Housing and Community Development Department	☐ Primary department for the Housing RSF. ☐ Maintain lists of housing options for long-term recovery and disaster survivor placement. ☐ Refine community housing damage and needs assessment to understand where damage has occurred and to what degree, how much it will cost to repair and replace housing, how to initiate housing repair an rebuilding, and how the city can most effectively make investments to spur private investment in housing.

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Department	Roles and Responsibilities
	☐ Work with the Planning and Building Department to identify areas with heavy housing damage that may need to be re-planned or redeveloped to ensure that rebuilding meets the city's future plans, and ensure that this process includes whole community engagement. ☐ Work with the Planning and Building Department to amend current zoning in areas of significant damage that have been pre-identified to accommodate more housing to allow for more density in rebuilding. ☐ Participate in or coordinate with the post-disaster State-Coordinated Housing Task Force if established, as requested. ☐ Coordinate the implementation of a one-stop community or local assistance center to facilitate State and Federal assistance to survivors for recovery and rebuilding. ☐ Communicate clearly and coordinate with internal stakeholders and partners throughout the recovery process. ☐ Communicate housing recovery information, regulatory amendments, process changes, and opportunities to individuals, communities, and developers. ☐ Work with the City Administrator's Office to identify desired temporary powers to enhance and streamline the permitting and review process for new and rehabilitated housing through a one-stop community or local assistance center. ☐ Ensure that adequate resources are made available to address accessibility issues. ☐ Coordinate with the Infrastructure RSF to identify priority infrastructure restoration areas that include consideration of housing damage, especially in areas that contain the most vulnerable populations. ☐ Coordinate with the Health and Social Services RSF to provide wrap-around social services to displaced survivors in temporary or interim transition housing, if needed. ☐ Advise and identify long-term recovery housing options for displaced survivors.
Finance Department	☐ Provide oversight for all contracts, purchases, and procurements. ☐ Manage contract and vendor processes. ☐ Assist in obtaining critical resources needed for long-term community recovery. ☐ Assist departments/agencies with the documentation required for reimbursement for eligible activities. ☐ Lead Recovery Funding and Financial Management team within the Long Term Recovery Organization, if implemented.

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Department	Roles and Responsibilities
Oakland Public Works Department	☐ Primary department for the Infrastructure and Natural Resources RSFs. ☐ Assess disruption, damage, and community needs to ensure infrastructure considerations are integrated into post-disaster recovery planning. ☐ Conduct damage and needs assessments and initiate longer-term studies of environmental impacts to natural resources, as necessary. ☐ Coordinate with the Operational Area and Cal OES to implement the Safety Assessment Program for rapid assessments of damaged facilities and infrastructure. ☐ Conduct debris removal activities. ☐ Coordinate the re-establishment of utility services. ☐ Conduct short-term or emergency repairs to support the resumption of normal municipal activities. ☐ Provide an inventory of available supplies and equipment available for recovery efforts. ☐ Provide a list of existing vendor agreements that are available for recovery efforts. ☐ Work with the Recovery Coordinator or LDRM, and State and Federal officials to identify recovery and mitigation funding sources for infrastructure projects. ☐ Provide support to departments, as necessary, to ensure compliance with Federal and State environmental requirements to obtain State and Federal disaster assistance. ☐ Identify and address policy issues, gaps, and inconsistencies related to natural resource issues. ☐ Maintain robust and accessible communications with stakeholders and partners throughout the recovery process to ensure ongoing dialogue and information sharing.
Oakland Department of Transportation	☐ Direct and coordinate the repair of transportation routes and public rights-of-way, in coordination with ESF#1—Transportation and ESF #3—Public Works and Engineering. ☐ Work with local transit providers and other agencies to maintain safe, equitable, and sustainable access and mobility for residents, businesses, and visitors. ☐ Coordinate with BART, the Alameda County Transportation Commission (ACTC), the Metropolitan Transportation Commission (MTC), Caltrans, AC Transit, and other transportation providers to restore reliable transit options.
Planning and Building Department	☐ Primary department for the Community Planning and Capacity Building and the Cultural Resources RSFs

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Department	Roles and Responsibilities
	☐ Adhere to existing City policies and procedures pertaining to sustainability, resiliency, and cultural resource protection and development. ☐ Conduct comprehensive damage and needs assessments of cultural resources and seek to ensure that the allocation of City resources includes the restoration of cultural resources, while balancing other long-term recovery efforts. ☐ Develop a timeline for City cultural facility occupancy that takes into account seasonal needs, temporary needs (such as community centers), and long-term visions for cultural facilities. ☐ Work with the Housing RSF to enhance the availability of affordable housing for artists, musicians, and other contributors to Oakland culture, especially those who are longstanding, pre-disaster Oakland residents. ☐ Advocate for cultural resources in determining citywide restoration priorities. ☐ Coordinate with Emergency Support Functions (ESFs) #3—Public Works and Engineering, to ensure compliance with Section 106 of the National Historic Preservation Act with regard to the demolition and removal of historic or culturally-significant properties. ☐ Work to leverage outside resources and available programs to meet cultural recovery needs. ☐ Identify community partners, such as cultural nonprofits, with the capacity to manage certain aspects of the recovery process, and determine types and levels of assistance they require, or can provide, to restore and recover cultural resources. ☐ Identify potential preservation and rehabilitation issues, gaps and inconsistencies related to cultural resource issues. ☐ Implement and maintain robust and accessible communications with stakeholders and partners throughout the recovery process. ☐ Coordinate with the Federal government, State government, Alameda County, private businesses, and nonprofit organizations to facilitate the recovery of cultural resources. ☐ In coordination with the City's Housing and Community Development Department, conduct detailed loss and damage assessments, including facilitating technical investigations, data collection, and analysis to support planning decisions. ☐ In conjunction with the City's Housing and Community Development Department and City Administrator's Office, identify desired temporary powers that support re-building efforts. Specifically, consider expedited permitting processes, development moratoriums, temporary uses, nonconforming uses, and one-stop permitting.

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Department	Roles and Responsibilities
	☐ Identify and implement innovative permitting processes, such as virtual (photo) inspection and one-stop community assistance centers. ☐ Establish and maintain on-going and accessible communications throughout the recovery process with stakeholders and partners. ☐ Consider the extent and significance of the disaster's effects on the local community and identify recovery issues through community meetings with stakeholders. ☐ Coordinate recovery planning assistance resources to support recovery capacity for management, mitigation and risk assessment, damage assessment, building inspection, and permitting. ☐ Identify and integrate the consideration of all affected stakeholders, including people with disabilities and others with access and functional needs, into public-sector recovery plans and decision-making process.
Economic and Workforce Development Department	☐ Primary department for the Economic Development RSF. ☐ Determine the need for an economic recovery strategy to address the vision, goals, and objectives for economic recovery. ☐ Utilize pre-disaster economic data and conduct damage and needs assessments to develop an accurate picture of the state of the City's economic health and to support broad-view planning decisions. ☐ Survey Oakland residents, relocated Oakland residents, and temporarily housed residents regarding access to jobs and survey in-commuting workforce's access to Oakland employment. ☐ Coordinate with workforce development partners and funders to rebuild local labor markets. ☐ Coordinate with Planning & Building Department, Bureau of Planning & Zoning, on amendments to zoning or temporary nonconforming uses to re-locate displaced businesses to functioning buildings. ☐ Modify the existing Business Assistance Center to function more as a Business Recovery Center and establish and operate temporary "satellite centers" for all recovery services, similar to efforts undertaken after the East Bay Hills Fire in 1991. ☐ Establish a private-sector liaison to support the recovery of critical businesses, and determine which critical businesses are committed to staying in Oakland. ☐ Maintain robust and accessible communications throughout the recovery process with stakeholders and partners to ensure dialogue and information sharing. ☐ Enhance and streamline the review process for new business applications and building permits for repairs to incentivize and accelerate economic revitalization.

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Department	Roles and Responsibilities
Human Services Department	☐ Primary department for the Health and Social Services RSF. ☐ Request technical assistance from county, State and Federal agencies for impact analyses and recovery planning for public health, health care, environmental health, and human services infrastructure. ☐ Conduct assessments of disaster-related structural, functional, and operational capacities of public health, health care, environmental health, and human services infrastructure. ☐ Identify healthcare and social services unmet needs to develop solutions that address long term recovery implementation with other stakeholders. ☐ Establish communication and information-sharing forums for Health and Social Services RSF stakeholders with the City of Oakland, existing community partners, and external partners. ☐ Ensure that recovery resources from State and Federal agencies are secured to support health and social services recovery operations. ☐ Work with the Housing, Community Planning and Capacity Building, and Economic RSFs to ensure that equity issues are adequately addressed in rebuilding and redevelopment.

F. External Supporting Entities Roles and Responsibilities

The City of Oakland coordinates through the Operational Area, Alameda County Sherriff's Office, to obtain situation reports, share information with, and request assets from regional and non-local entities.

Organizations and departments in the table below are expected to meet the roles and responsibilities outlined below as required for escalating incidents.

Organization	Roles and Responsibilities
Alameda County Social Services Agency	☐ Coordinate with City's Human Services Agency to promote the economic and social well-being of individuals, families, and neighborhoods, by coordinating with a network of Community-Based Organizations (CBOs) and Faith-Based Organizations (FBOs), and neighborhood organizations to provide cash assistance, food, health insurance, in-home care, and other direct services to people in need, including disaster survivors.
Alameda County Sheriff's Office—Office of Emergency Services	☐ Maintain communication and coordination with the Advance Planning/Recovery Unit in planning for jurisdictional support. ☐ Request resources from REOC when jurisdictional resources are depleted. ☐ Assist with collection and coordination of information necessary to request State and Federal disaster assistance programs.

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Organization	Roles and Responsibilities
Alameda County Public Health Department	☐ Provide assistance for all long-term health needs of existing clients within the City of Oakland as requested by the Operational Area to fulfill City requests for assistance. ☐ Provide long-term recovery counseling for disaster survivors and responders. ☐ Coordinate with to identify, obtain, and allocate needed medical resources; recommend policy direction; and direct resources according to needs and potential impact on citywide services.
Oakland Housing Authority	☐ Provide staff and resources for recovery efforts. ☐ Coordinate re-location of displaced persons that are a part of Oakland Housing Authority programs. ☐ Support the activities of the Housing RSF.
Bay Area Community Services	☐ Provide coordination for support services for existing clients (for example, independent living centers and meals-on-wheels). ☐ Provide transportation for clients if requested.
California Governor's Office of Emergency Services (Cal OES)	☐ Coordinate with City and Operational Area on requests for Governor's state of emergency proclamations and requests for Presidential major disaster and emergency declarations. ☐ Coordinate with Operational Area to obtain out-of-area resources to meet survivor needs, in accordance with requests from the City. ☐ Administer State and Federal disaster assistance programs. ☐ Provide technical assistance for regarding damage assessment and recovery program activities ☐ Coordinate resources for Safety Assessment Program inspections. ☐ Convene and facilitate the Regional Recovery Task Force, if established. ☐ Provide State Disaster Recovery Coordinator to assist with coordination of State recovery resources. ☐ Activate State RSFs, as needed.
California Department of Transportation (Caltrans)	☐ Debris clearance from key transportation routes within and leading to the city. ☐ Provide technical assistance, engineering, and construction management resources and support during response activities.

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Organization	Roles and Responsibilities
	☐ Administer disaster assistance for emergency and permanent repairs, as provided from the Federal Highways Administration Emergency Relief (ER) Program.
California Department of Resources Recycling and Recovery (Cal Recycle)	☐ Provide technical and financial assistance to support debris management and recycling operations. ☐ Provide technical support for the management of debris removal and disposal field operations.
California Department of Housing and Community Development (HCD)	☐ Administer funding provided by HUD's Community Development Block Grant (CDBG)—Disaster Recovery and CDBG—National Disaster Recovery Competition programs that provide funding to help communities recover after disasters and to promote innovative recovery and resilience programs. ☐ Participate in State-Coordinated Disaster Housing Task Force to identify gaps in State and Federal housing capabilities and possible solutions, and to develop a post-disaster housing strategy. ☐ Administer the State Housing Law Program that continuously refines the building standards to make sure they are in compliance with new or changing laws and regulations and develops statewide building standards for new construction of hotels, motels, lodging houses, apartments, dwellings, and other buildings. ☐ Develops and implements Title 24 building standards necessary to provide accessibility in the design and construction of all housing other than publicly-funded housing.
California Department of Social Services	☐ Administers funding for the Federal Individual and Households Program (IHP) and the State Supplemental Grant Program (SSGP).
California Department of Public Health	☐ Provide services for people with medical needs that include dietary restrictions during the transition to long-term recovery. ☐ Support Alameda County Public Health in monitoring the sanitation of food sites, the health of shelter residents, and the safety of food and water.
Federal Emergency Management Agency (FEMA)	☐ Coordinate with the Cal OES Recovery Branch on disaster assistance programs offered under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended. ☐ Provide Federal Disaster Recovery Coordinator to assist with the coordination of Federal recovery resources. ☐ Activate Federal RSFs, as needed.

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Organization	Roles and Responsibilities
U.S. Department of Housing and Urban Development (HUD)	☐ Provide long-term recovery housing and urban planning assistance. ☐ Administer the Community Development Block Grant—Disaster Recovery Program, in coordination with the California Housing and Community Development Department.
Small Business Administration (SBA)	☐ Provide low interest loans to homeowners and renters for residences damaged by a declared disaster. ☐ Provide low interest disaster loans for physical damages or economic injury to small businesses and private nonprofit organizations for disaster damages and costs. ☐ Participate in Local Assistance Centers or Disaster Recovery Centers established after a disaster.
U.S. Army Corps of Engineers (USACE)	☐ Assist with debris management and recycling efforts. ☐ Support with technical assistance, engineering, and construction management resources and support during response and short-term recovery activities.
Centers for Independent Living, Inc. (Berkeley, CA) **and** **Community Resources for Independent Living (Hayward, CA)**	☐ Provide advocacy and resources for people with disabilities. ☐ Can loan and provide technical assistance regarding the use of assistive devices to increase the mobility, communication, and overall independence of people with disabilities. ☐ Conduct disaster preparedness workshops for the disabled and others with access and functional needs. ☐ Provide assistance to people with disabilities regarding State and Federal benefits, including Social Security Disability Income, Supplemental Security Income, Medi-Cal and Medicare, the In Home Supportive Services, low-cost and Section 8 housing, and other programs designed to maintain the health and independence of people with disabilities.
American Red Cross	☐ Participate in community or local assistance center operations to provide assistance to disaster survivors. ☐ Implement the Coordinated Assistance Network (CAN), to facilitate the collection and sharing of client data, if requested. ☐ Participate in long term recovery organization or committee to assist with addressing survivor long-term recovery needs.
Eden I&R (2-1-1 Alameda County)	☐ Provide information and referral services to disaster survivors. ☐ Provide information on disaster-related volunteer opportunities.

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Organization	Roles and Responsibilities
Alameda County Voluntary Organizations Active in Disaster (AlCoVOAD)	☐ Act as a point of contact for nonprofit organizations and volunteers that work in disasters. ☐ Coordinate information and resources available from member organizations. ☐ Assist with obtaining goods, services, and money to meet long term recovery needs of survivors.
Downtown Oakland Association **Oakland Metropolitan Chamber of Commerce** **Oakland Chinatown Chamber of Commerce**	☐ Assist with obtaining, coordinating, and disseminating disaster-related information to and from member agencies. ☐ Assist with obtaining donations from member agencies to address survivor recovery needs. ☐ Participate in and provide recommendations to support recovery planning efforts.

IV. Planning Assumption and Considerations

A. Recovery Assumptions

The following planning assumptions apply to the execution of ESF#14:

- A local emergency must be proclaimed by the City Council, City Administrator, or Mayor.
- Individuals, families, businesses, and communities make recovery decisions based on their respective circumstances. Government cannot necessarily direct recovery efforts at this level, but can stimulate recovery by stabilizing the community, facilitating the restoration of services, reducing obstacles, and providing financial assistance.
- Disaster survivors will generally seek to remain in their communities. If they cannot do so, they may choose to leave the area permanently. This potential loss of residents, and the corresponding economic and social disruption, may influence short-term recovery decisions.
- The City of Oakland will face challenges initiating recovery while they directly address the immediate needs of their citizens, work within significant fiscal constraints, and address shortages of staff (who also may have been affected by an incident). Especially hard hit communities may need extensive planning, engineering, environmental, and financial assistance to succeed during the recovery process.
- Recovery will begin at different times and proceed at different rates throughout the affected region, depending upon the severity of impacts and localized effects of the incident. Consequently, response and recovery will occur simultaneously; a process which governmental mechanisms must be prepared to support.

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- An interagency team comprising Federal, State, county, and local partners, as well as community agencies, will coordinate long-term recovery efforts.
- Building codes and permitting processes will play a significant role in the recovery process. To the extent that these impacts can be understood and addressed in advance, the rate and quality of recovery will be enhanced.

B. Recovery Considerations

The following considerations provide an overview of potential post-disaster recovery challenges that the City will be prepared to face as it effectively leads, coordinates and manages an integrated, holistic and sustainable resilience building.[1]

- Negative trends in place before the disaster will often be exacerbated after the disaster.
- Planning challenges before the disaster will hamper recovery after the disaster.
- Damage occurs at different scales, so rebuilding will take place at different levels.
- Enormous pressure to rebuild quickly after a disaster will make it difficult to implement well-meaning plans to rebuild deliberately.
- The codes and plans in place at the time of the disaster will likely govern how the vast majority of rebuilding occurs.
- Good information may not be readily available.
- The array of post-disaster Federal and State recovery resources may not adequately meet community wants and needs.
- Displaced households are less likely to return to their communities the longer they are displaced.

V. Policies

The following policies, rules, and regulations apply to the execution of ESF#14 –Recovery:

- ESF#14 coordinates the recovery needs assessment of a multitude of agencies and organizations as well as the community. As a result, it is impossible to list all of the policies that regulate the specific operations. Each primary and support organization in this ESF is responsible for developing policies specific to their respective emergency operations.

[1] Adapted from *On Solid Ground: How Good Land Use Planning Can Prepare the Bay Area for a Strong Disaster Recovery*. SPUR, 2013

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- ESF#14 will assist in coordination with impacted departments without regard to race, color, national origin, religion, nationality, sex, age, disability, limited English proficiency, economic status, or sexual orientation.
- Primary and support organizations will provide sufficient personnel to staff ESF#14 for 24 hours per day, as necessary for the level of activation. The staff will be qualified persons able to facilitate decisions for the organization they represent.
- Individuals staffing the EOC on behalf of ESF#14 should have extensive knowledge of the resources and capabilities of their respective organizations and have access to the appropriate authority for committing resources.

VI. References

The following agreements, procedure, plans, and guidelines apply to the execution of ESF#14 – Recovery:

- City of Oakland Emergency Operations Plan
- City of Oakland Disaster Recovery Framework (2017)
- Regional Emergency Coordination Plan, Recovery Subsidiary Plan (March 2008)
- Alameda County Resolution 48-748 Master Mutual Aid Agreement
- California Disaster Recovery Framework (draft) (May 2016)
- FEMA National Disaster Recovery Framework, 3rd Edition (June 2016)
- FEMA Pre-Disaster Recovery Planning Guide for Local Governments (February 2017)

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I. Primary and Supporting Departments and External Entities

The following City of Oakland (City) departments have been identified as primary and supporting departments that will be responsible for carrying out the functions of Emergency Support Function (ESF) #15 – Public Information. The primary departments have significant authorities, roles, and resources to accomplish the scope of the ESF and have ongoing coordinating responsibilities throughout the preparedness, response, and recovery phases of incident management. Supporting departments are those entities with specific capabilities or resources that support primary departments in executing the mission of the ESF. Other departments may be called upon to support the ESF as necessary.

Refer to the Emergency Management Services Division (EMSD) 24-Hour Emergency Contact List for specific names and points of contact for each agency and supporting entity below.

Role	Name of Department	Department Contact
Coordinating City Office	City Administrator's Office	510-238-3301
Primary City Offices	City Administrator's Office	510-238-3301
	Office of the Mayor	510-238-3141
Supporting City Departments	Information Technology Department (ITD)	510-238-4702
	Oakland Fire Department (OFD)	510-238-3856
	Emergency Management Services Department (EMSD) • Communities of Oakland Respond to Emergencies (CORE)	510-238-3938
	Americans with Disabilities Act (ADA) Programs	510-238-6919
	Oakland Public Library	510-238-3134
	Oakland Police Department (OPD)	510-777-3333
	Human Resources - Equal Access	
	Office of the City Clerk - KTOP	
	Economic & Workforce Development	
	Oakland Parks, Recreation, and Youth Development Department (OPRYD)	510-238-7275

Role	Name of Department	Department Contact
	Housing & Community Development	
	Planning & Building	
	Oakland Public Works Department (OPW)	510-238-3961
	Oakland Department of Transportation (OakDOT)	510-238-4702
	Oakland Animal Services Department (OAS)	510-535-5602

The following *external* entities have been identified as supporting agencies that the City will coordinate with through the Operational Area:

Supporting Entities	Name of Agency	Point of Contact
County	Alameda County Administrator's Office – Administrative Services Unit	510-272-6984
State	California Governor's Office of Emergency Services (Cal OES)	State Warning Center 916-845-8911
	California State Radio System	State Warning Center 916-845-8911
Federal	Department of Homeland Security/Federal Emergency Management Agency (FEMA)	Watch Center Manager 888-709-3362
Nonprofit Organizations	Eden I&R, Inc. (2-1-1)	Administrative: 510-537-2710 Lars Eric Holm, Disaster Preparedness Coordinator 510-727-9516
	California Association of Public Information Officials	619-988-6677
	Oakland Radio Communication Association (ORCA) – Oakland Amateur Radio Emergency Service (ARES)/Oakland Radio Amateur Civil Emergency Service (RACES)	Jim Duarte: 510-636-8568 / 415-716-4776 / 510-735-7219 David Otey: 510-482-1643 / 510-918-4627 Gary Plotner: 510-848-1375 / (c) 510-813-6668 /
Private Organizations	Telecommunications Providers	Via EOC
	Media and Social Media	Via JIC
	Community, trade, and professional associations as appropriate	Via JIC

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II. Purpose

ESF #15 – Public Information provides guidance on the City of Oakland media relations, public information, and warning and notification during and immediately following a disaster. The purpose of the public information function is to provide accurate, coordinated, and timely information to the public, city employees, disaster workers, and volunteers before, during and after an emergency situation.

This ESF identifies the key policies, concepts of operations, roles and responsibilities, and capabilities associated with ESF #15 – Public Information in the City of Oakland. Specific operating procedures and protocols are addressed in documents maintained by the participating organizations.

A. How to use this ESF

- Review the entire document and identify the roles and responsibilities for your agency and department.
- Prior to an incident, identify necessary capabilities (staff, plans, procedures, training, equipment) that your agency or department will need to be able to implement the assigned roles and responsibilities.
- Immediately after being notified of an incident, refer to this document as a reminder of roles and responsibilities. Follow established supporting plans and procedures. Remain flexible as each incident is unique and may require you to modify your approach.

B. Scope

ESF #15 – Public Information supports Oakland media relations and public outreach and warning by providing a structure in which to collect, analyze, and disseminate critical incident information. This ESF details the procedures, responsibilities, and concept of operations of ESF #15 – Public Information during a potential, imminent, or declared emergency. The specific objectives of ESF #15 – Public Information include:

- Provide critical lifesaving and public safety information to businesses and citizens of Oakland and other communities.
- Communicate the nature and status of the incident or disaster.
- Share the available relief services and assistance programs.
- Disseminating other critical public information related to the incident or disaster.
- Coordinate information flow to the media.
- Coordinate with the EOC Emergency Functional Needs Coordinator (E-FNC) to ensure that information is inclusionary and is available and published in various accessible formats to effectively communicate with communities and individuals with disabilities and others with access and functional needs.

III. Concept of Operations

A. General

- The safety and welfare of the public often depends upon the City's capacity to provide helpful, timely, and accurate information during an emergency.
- The Public Information Officer (PIO) from the City Administrator's Office will act as the lead emergency PIO (EPIO) and coordinate with the Office of the Mayor on emergency communications. The lead EPIO

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ensures that information support is provided upon request, that information released is consistent, accurate, and timely, and that appropriate and accessible information is provided to the public, City employees, the Oakland business community, all required agencies and organizations, and the media.

- Upon notification, the lead EPIO will report to the Emergency Operations Center (EOC) and receive a briefing from the EOC Director.
- The lead PIO will establish ESF #15 – Public Information in the EOC and use the media room located on the first floor, as appropriate.
- Emergency notification to citizens should be made as soon as possible via the automated Emergency Alert System (EAS), Emergency Digital Information Service (EDIS), Emergency Broadcast Network, target notifications, mobile public address (PA) systems, social media, and local radio/TV broadcasts.
- The Incident Commander (IC), their deputy, or the EPIO ensure the activation of the EAS to initiate a public broadcast message. EMSD, OPD, or OFD Dispatch will implement the actual activation and dissemination of the message.
- As soon as possible, the lead EPIO will work with ITD and other appropriate entities to update the City's websites and social media channels with important official information, including public safety and public health information. All public information efforts will rely heavily upon the cooperation of commercial and social media organizations.
- The City of Oakland EPIO team (EPIT) should endeavor to:
    - Provide emergency public information during the four phases of emergency management: mitigation, preparedness, response, and recovery operations.
    - Provide the public with accurate, timely, and easily understood incident-related information concerning protective actions, route restrictions, health notices, and emergency assistance information.
    - Publish information in various accessible formats and languages (audio, text-based, and accessible using a screen reader) for use by communities and individuals with disabilities and others with access and functional needs, including non-English speakers. Ensure communication complies with all relevant local, state, and federal accessibility statutes and other guidelines, including section 508 of the Workplace Rehabilitation Act (see References).
    - Control rumors and misinformation.
    - Coordinate information releases with all participating public and private agencies, emergency responders, and all levels of government to support public officials and media representatives in satisfying the public's demand for accurate and consistent information.
    - Limit public information activities to city-specific incidents and actions. County, federal, and state governments are responsible for information related to their jurisdictions.
- The City's incident command system (ICS), EOC, and Joint Information Center (JIC) should support public information. The EPIO or a designated alternate may serve as spokesperson for the EOC and/or the IC during an emergency situation. Organizations not represented at the EOC may use their own PIO but should coordinate messages through the EOC and EPIO, or JIC, if activated and as appropriate.

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- The JIC is a physical or virtual location where PIOs involved in an event may co-locate to gather, verify, coordinate, and disseminate event information; engage in crisis communications; and facilitate public affairs functions. The JIC will be located close to the best sources of event information without compromising the safety or security of JIC staff. The Oakland JIC is flexible and adaptable according to the needs of the event, and may be located in the field, the EOC, or exist virtually. The JIC may be staffed by representatives from any/all City departments involved in the response and recovery operations.

B. Organization

- ESF #15 – Public Information will organize under the City Administrator's Office serving as the coordinating office for ESF activities. The City Administrator's Office will designate a lead PIO to report to the EOC and serve as the EPIO. The EPIO will then assemble the EPIT team. The EPIT has created 10 job categories to support ESF #15 – Public information. They include:
    1. Lead PIO
    2. Information collection and verification
    3. News desk
    4. Media monitor
    5. Message delivery
    6. Multiethnic/multilingual and functional needs outreach
    7. Field PIOs
    8. Internet unit
    9. Rapid response
    10. KTOP/audio-visual support

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- The coordinating agency will provide direction for the operation of the ESF, assign ESF #15 – Public Information personnel to respond to requests for assistance, and ensure requests for assistance are met, documented, and prioritized. ESF #15 – Public Information will establish liaisons with other appropriate ESFs and maintain open communications with these ESFs in both the planning and operational phases.
- All supporting departments will operate under the leadership of their respective primary agency representative located at the EOC. However, each agency represented will be expected to activate and direct its response resources in accordance with its agency's operating procedures.

Figure 1 shows the organization structure and the flow of information for ESF #15 – Public Information.

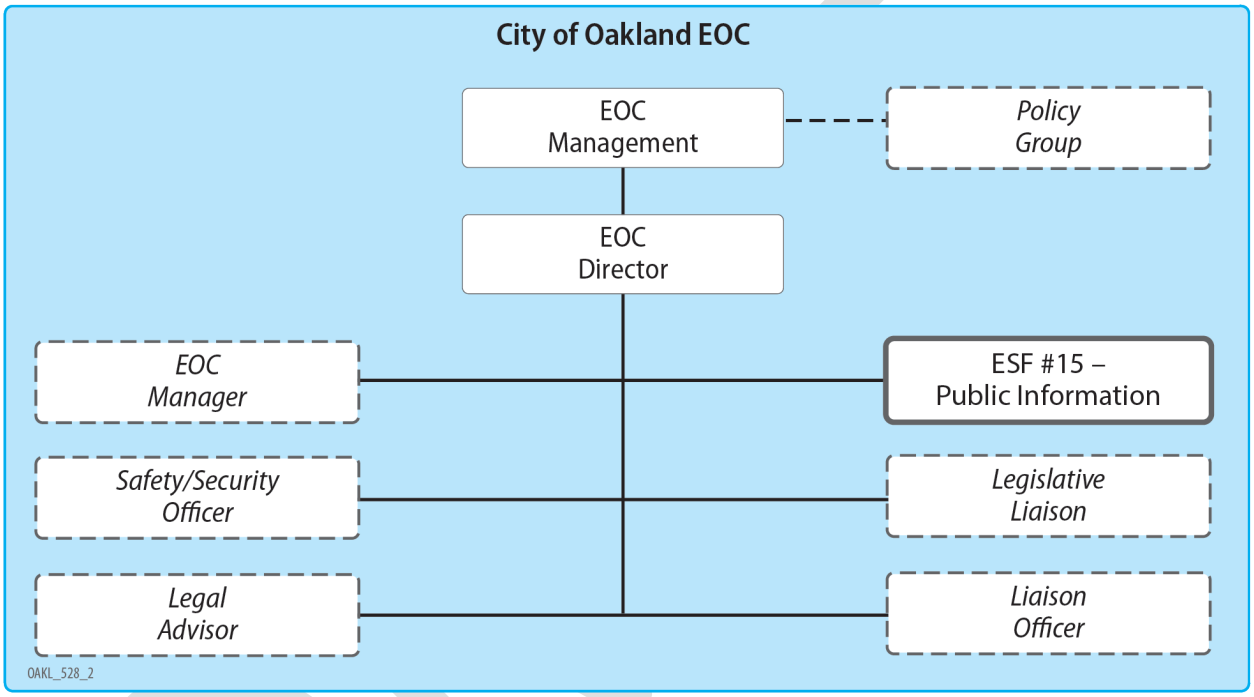

Figure 1: ESF #15 – Public Information organization structure and information flow

C. Notification and Activation

ESF #15 – Public Information may be activated in part or in whole by the City Administrator's Office in communication with the Emergency Manager, or by the Office of the Mayor in communication with the City Administrator's Office and the Emergency Manager. In the event requiring citywide coordination of resources, the EOC Director or designee or the Emergency Manager or designee will activate the EOC. Notification will then be issued to each agency that serves as the primary lead for Operations, Planning, Logistics, and Finance and Administration Sections. If necessary, the EOC Director will notify and activate ESF #15 – Public Information.

ESF #15 – Public Information is always in effect with response phases activated as determined by any incident requiring an elevated need for public information coordination. The level of activation will be determined according to the needs and magnitude of the disaster.

D. Preparedness, Response, and Recovery Activities

The primary departments, the City Administrator's Office and the Office of the Mayor, are responsible for coordinating and/or delegating the preparedness, response, and recovery activities of ESF #15 – Public Information with the supporting entities. As the overall coordinating lead, the City Administrator's Office will provide oversight for the coordination of activities.

Phase	Activities

Preparedness	• Develop/review plans, procedures/guidelines, and policies for coordinating, managing, and disseminating alerts and warnings effectively under all hazards and conditions.
	  ○ Develop emergency plans and procedures to guide the activities of ESF #15 – Public Information.
	  ○ Review ESF #15 – Public Information annually and update as needed.
	  ○ Develop/review plans, procedures/guidelines, programs, and systems to rapidly control rumors by correcting misinformation.
	• Coordinate programs and systems to process the inflow of public-related information from all sources in a timely fashion.
	• Coordinate community-based mechanisms to provide prompt, accurate information to the public in the dominant languages of the community and languages and formats appropriate for non- or limited-English speakers and/or communities with cultural or geographic isolation and/or functional needs.
	• Participate in the establishment of neighborhood pre-disaster and post-disaster information centers at schools, workplaces, libraries, shopping centers, religious institutions, and other community institutions, to provide information on mass care sites, disaster assistance sites, shelters, and evacuations.
	• Conduct education and outreach to the community for the purposes of registering non-landline telephones and other electronic devices EAS.
	• Develop pre-scripted messages in multiple formats, as needed to address the needs of individuals with disabilities and others with access and functional needs.
	• Identify possible locations for a JIC (including in the field, the EOC, or virtual) and press conferences.
	• Develop staffing procedures/guidelines and checklists for the JIC.
	• Develop and maintain a list of equipment needed to activate the JIC.
	• Ensure all departments have trained staff to support the JIC.
	• Ensure all local media outlets are pre-identified and contacts established. Brief them regularly on emergency public information procedures.

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Phase	Activities
	• Ensure emergency responders are familiar with public information procedures and know how and when to refer the media to the appropriate field or JIC personnel for information.
Initial Response (within the first 72 hours)	**Step 1: Collect and coordinate information** • Conduct rapid assessments for immediate public information response objectives. • Coordinate with the EOC and primary and supporting departments to develop a flow of information, including situation reports, health advisories, and other public information releases concerning the response efforts. • Activate emergency PIO plans and mobilize emergency personnel. Distribute the PIO Handbook (details the functions of the EPIT) to appropriate employees. • Pre-position field PIOs as necessary. • Verify information to ensure it is accurate, consistent, and current. • If the incident dictates, activate and staff the JIC. • Confirm the Media Room set-up for press conferences. **Step 2: Provide initial public information** • After coordinating with the IC, release initial information on the emergency or disaster to other city departments and external agencies, the media, and the public. • In coordination with the EOC, release emergency information as dictated by the incident. • Follow the PIO Manual for specific formatting, content, and guidance on all information being released. • Implement a proactive public information strategy to ensure the media's needs are being met. • Conduct the initial press briefing and follow-up with media briefings on a regular basis. **Step 3: Coordinate key information** • Coordinate with ESF #6 – Mass Care and Shelter and ESF #16 – Evacuation to provide evacuation instructions and shelter locations, including information pertinent to individuals with disabilities and others with access and functional needs, such as level of accessibility at shelters. • Coordinate with ESF #17 – Volunteer and Donations Management to develop information to communicate the need for volunteers and donations.

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Phase	Activities
	• Coordinate with ESF #8 – Public Health and Medical on how to inform the public of health and/or safety concerns and ways to reduce or eliminate risk. • Coordinate internal communications with City of Oakland employees. • Coordinate with the Oaklanders Assistance Center to establish and manage a phone bank. • Coordinate and communicate information to Oakland Public Library for public dissemination materials. • Coordinate with the E-FNC to ensure that information is inclusionary and is available and published in various accessible formats to effectively communicate with communities and individuals with disabilities and others with access and functional needs. • Coordinate with the Finance and Administration Section to use predetermined cost accounting measures for tracking overall ESF #15 – Public Information personnel, equipment, materials, and other costs incurred during emergency response actions.
Continued Response **(3+days)**	**Step 4: Continue to coordinate, monitor, track, and share information** • Continue initial response actions as needed. • Provide public information on continuing response actions and initial recovery efforts. • Continue to utilize multiple means of communicating public information and education. • Continue to provide updates to the news media concerning disaster conditions and actions taken in response. This includes an emphasis on: ○ Types and locations of emergency assistance available, including contacts, phone numbers, location(s) of support service sites (e.g., shelters, family assistance centers, comfort stations, commodity points of distribution [PODs], local assistance centers [LACs], disaster recovery centers [DRCs], etc.), and trash and disaster debris disposal instructions. ○ Public safety notices ○ Public health notices ○ Restricted area notices ○ Movement or travel restrictions ○ Contacts and phone numbers for missing person's information ○ Contacts and phone numbers for local nonemergency assistance

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Phase	Activities
	• Regularly disseminate appropriate information from situation status and/or summary reports to the news media. • Continue to staff public information lines. • Brief and instruct media spokespersons for damage assessment teams.
Recovery	• Continue initial and continued response actions as needed. • Continue EOC public information activities until it is determined that EOC coordination is no longer necessary. • Coordinate with the appropriate departments and external agencies to deactivate the JIC (if initially activated). • Inform public of any recovery programs that may be available. • Return staff and equipment to regularly assigned locations. • Provide critical payroll and other financial information for cost recovery through appropriate channels. • Coordinate with ESF #6 – Mass Care and Shelter, ESF #7 – Resources, and ESF #14 – Recovery for the transition to long-term recovery strategies that should be relayed to the public or City personnel. • Ensure EPIT members and/or their departments provide appropriate records of costs incurred. • Participate in all of the City of Oakland After Action Reports efforts.

E. City Agency/Department Specific Roles and Responsibilities

The following table outlines the roles and responsibilities of City departments that have a role in the coordination and execution of ESF #15 – Public Information responsibilities.

All departments are expected to develop supporting plans and procedures to help them meet the roles and responsibilities outlined below.

Department	Roles and Responsibilities
Primary Offices: • **City Administrator's Office** • **Office of the Mayor**	☐ Coordinate preparedness and response activities with the City Administrator's Office. ☐ Issue news releases on behalf of the City after coordinating current information with other departments. EOC and other cooperating partners should receive copies of all releases. EOC and/or IC approval may be required before issuing policy- and/or public safety-related news releases. All press releases should also be posted on the City's official website(s) and social media channels. ☐ Act as an informational resource for all local officials, county, state, or federal PIOs, and brief incoming EPIT members as needed.

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Department	Roles and Responsibilities
	☐ Provide maps, charts, status visuals, photos, schematics, or other displays that clarify the emergency or disaster situation in support of press conferences and/or briefings. ☐ Monitor or direct efforts to monitor media broadcasts, news articles, and social media to check for accuracy. Monitor and log incoming calls for information and rumor control. ☐ Notify all affected departments and stakeholders of the operational and situational conditions and provide frequent and regular situation status updates. ☐ Provide updates for local websites and social media sources regarding the scope of the emergency or disaster, potential impact, emergency action steps, evacuation, collection sites, commodity PODs or other water and food distribution sites, etc. ☐ Coordinate communication resource requests outside of mutual aid agreements with the EOC. ☐ Document costs for reimbursement and auditing purposes. ☐ Evaluate and review procedures/guidelines to ensure operational readiness. ☐ Assist in identifying personnel and resources to support this ESF. ☐ Review and update this ESF annually. ☐ Coordinate the public information messages that can be shared on KTOP. ☐ Coordinate the prompt and accurate information to the public in the dominant languages of the community and languages and formats appropriate for non- or limited-English speakers and/or communities in cultural or geographic isolation. ☐ Coordinate with the EPIT on policy, strategy, and governance for public information press releases. ☐ Coordinate with the EPIT for all VIP visitors to the disaster area. ☐ Provide all messages on social media sources/sites to the EPIT for informational purposes. ☐ Send Department Operations Center (DOC) PIO to EOC/JIC if requested.
Office of the City Clerk	☐ Send KTOP staff to the EOC/JIC if requested to broadcast over the City's cable access television station and complete the tasks associated with assigned JIC positions as described in the City of Oakland Emergency Public Information Job Action Checklist (often verbally referred to as the PIO handbook.)
Human Resources Dept	☐ Send Equal Access staff to EOC/JIC if requested and complete the tasks associated with assigned JIC positions as described in the City of

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Department	Roles and Responsibilities
	Oakland Emergency Public Information Job Action Checklist (often verbally referred to as the PIO handbook.) ☐ Provide translation services in a timely manner to support incident response.
	☐
All City Departments	☐ Ensure Departments are sharing information with ESF #15 – Public Information for release to the public and assist with information dissemination through relevant channels. ☐ If Department has a dedicated PIO, send PIO to the EOC/JIC if requested and complete the tasks associated with assigned JIC positions as described in the City of Oakland Emergency Public Information Job Action Checklist (often verbally referred to as the PIO handbook.)
Emergency Management Services Division	☐ Activate the EOC. ☐ Provide coordination and support to other departments/external agencies as necessary. ☐ If the Alameda County Operational Area EOC has been activated, provide coordination between the City and Alameda County Operational Area EOCs.

F. External Supporting Entities Roles and Responsibilities

The following external entities may provide support, services, situation reports, information, and/or resources to the City of Oakland, based on their expected roles and responsibilities and availability, through coordination with the Alameda County Operational Area.

Supporting Entity	Roles and Responsibilities
Alameda County Administrator's Office – Administrative Services Unit	☐ Coordinate public information for the Operational Area. Pass on pertinent information to the City of Oakland ESF #15 – Public Information. ☐ Provide coordination for public information for the Operational Area and surrounding areas if the disaster becomes a regional event. ☐ Request a City of Oakland PIO to sit in the Operational Area JIC if needed.
California Governor's Office of Emergency Services – Office of Public Information	☐ Through the Operational Area, provide access to state-level public information system, staff, and resources to the City of Oakland. ☐ Provide oversight for the Cal OES emergency response system, EAS, and EDIS system for the state and monitor the submissions from the Operational Area in support of the City of Oakland reports, requests for assistance, and messaging.

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Supporting Entity	Roles and Responsibilities
	☐ Send an agency representative to the City of Oakland EOC if the Operational Area EOC is not activated; upon request and based on available resources.
California State Radio System	☐ Through the Operational Area, provide radio support to the City of Oakland ARES/RACES as requested.
Department of Homeland Security/Federal Emergency Management Agency	☐ Support the public information efforts of Cal OES to the Operational Area to fulfill City of Oakland requests for assistance. This includes assistance with the EAS system implementation, maintenance, and broadcasting.
Eden I&R, Inc. (2-1-1)	☐ Provide access to emergency public information and disaster assistance information such as housing information, critical health and human services to the Alameda County Operational Area after the disaster. ☐ Share the information contained in the Alameda County online services directory on social service providers to ESF #15 – Public Information. ESF #15 – Public Information will then pass the information along to the other EOC sections and the Oakland population.
ORCA ARES/RACES	☐ Coordinate with CORE for communication requests and services. ☐ Provide communication services to the EOC until the available city staff have been able to respond. ☐ Establish radio communications at locations identified by the ORCA ARES/RACES Disaster Plan. ☐ Provide subject-matter experts for public information purposes if requested. ☐ Provide resources (if available) for sharing public information for Oakland as requested. Update the EPIO for any technology updates that might impact the EPIT's ability to function.
Private Sector	☐ Coordinate with the EPIO for all public information news releases. ☐ Assists in disseminating emergency information to the public within the City of Oakland.

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IV. Planning Assumptions

The following planning assumptions apply to the execution of ESF #15 – Public Information:

- The City of Oakland EPIT is committed to a proactive public information program before, during and after a disaster or emergency.

- The interest generated by a disaster may lead to requests for information or visits from a variety of public officials, dignitaries, or VIPs. Such requests will require coordination and resources.
- Disasters may impact individuals' ability to receive public information due to displacement, or limited access to television, phone, newspaper, the internet, social networks, etc.
- Extensive destruction of media communications facilities and loss of electrical power may severely disrupt the normal flow and dissemination of information in the disaster area.
- The use of new social media (e.g., Facebook, Twitter, etc.) will require more trust, coordination, and teamwork between information responders and the media to develop a lasting message.
- A disaster may have negative impacts on the existing communication infrastructure or systems requiring the use of alternative methods to provide information to the public.
- All oral and written communications, including news release, press briefing, talking points, web and social media content, and alert and warning messages, should be developed to be accessible to people with disabilities and others with access and functional needs. As required by the Federal Communications Commission (FCC), broadcast media and video programming distributors will ensure that programming providing emergency information is accessible to people with disabilities.
- The demand for public information will exceed the capabilities of public information personnel. Additional support may be requested from the county or other sources.
- During a disaster, information changes frequently.
- During a disaster, relationships between response entities may be strained.

V. Policies

The following policies, rules, and regulations apply to the execution of ESF #15 – Public Information:

- ESF #15 – Public Information coordinates the emergency response of a multitude of departments and organizations. As a result, it is impossible to list all of the policies that regulate the specific operations. Each primary and support agency or organization in this ESF is responsible for developing policies specific to their respective emergency operations.
- ESF #15 – Public Information will assist in coordination with impacted departments without regard to race, color, national origin, religion, nationality, sex, age, disability, limited English proficiency, economic status, or sexual orientation.
- Primary and support departments will provide sufficient personnel to staff the ESF #15 – Public Information 24 hours per day, as necessary for the level of activation. The staff will be qualified persons able to facilitate decisions for the agency they represent.
- Individuals staffing the EOC on behalf of ESF #15 – Public Information departments and organizations should have extensive knowledge of the resources and capabilities of their respective departments, and have access to the appropriate authority for committing agency resources.

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VI. References

The following agreements, procedure, plans, and guidelines apply to the execution of ESF #15 – Public Information, in addition to references listed in the EOP:

- California Assembly Bill 669, Hertzberg. State nonemergency telephone number system. (2002)
- City of Oakland, California, Municipal Code § 2.30 (2001)/Equal Access to Services Ordinance No. 12324 C.M.S
- City of Oakland Functional Needs Annex
- Americans with Disabilities Act (ADA) of 1990, as amended
- Section 508 of the Workforce Rehabilitation Act of 1973, as amended (29 U.S.C. § 794(d). Nondiscrimination under Federal grants and programs.)

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I. Primary and Supporting Departments and External Entities

The following City of Oakland (City) departments have been identified as primary and supporting departments that will be responsible for carrying out the functions of Emergency Support Function (ESF) #16 – Evacuation. The primary departments have significant authorities, roles, and resources to accomplish the scope of the ESF and have ongoing coordinating responsibilities throughout the preparedness, response, and recovery phases of incident management. Supporting departments are those entities with specific capabilities or resources that support primary departments in executing the mission of the ESF. Other departments may be called upon to support the ESF as necessary.

Refer to the Emergency Management Services Division (EMSD) 24-Hour Emergency Contact List for specific names and points of contact for each department and supporting entity below.

Role	Name of Department	Department Contact
Coordinating Lead	Oakland Police Department (OPD)	510-777-3333
Primary City Departments	Oakland Police Department	
	Oakland Fire Department (OFD)	510-238-3856
Supporting City Offices and Departments	City Administrator's Office	510-238-3301
	Oakland City Attorney	510-238-3601
	Office of the Mayor	510-238-3141
	Emergency Management Services Division (EMSD) • Communities of Oakland Respond to Emergencies (CORE)	510-238-3938

The following *external* entities have been identified as supporting agencies that the City will coordinate with through the Operational Area:

Supporting Entities	Name of Agency	Point of Contact
County	Alameda County Sheriff's Office – Office of Emergency Services (OES)	Duty Officer (24/7): 510-667-7721 Main: 925-803-7800
Regional	Alameda-Contra Costa Transit District	510-891-4706
	Bay Area Rapid Transit (BART)	Watch Commander: 510-464-7020
	Metropolitan Transportation Commission (MTC)	510-817-5700
	East Bay Municipal Utility District	510-287-0881

Supporting Entities	Name of Agency	Point of Contact
State	California Department of Transportation (Caltrans)	District TMC (24/7): 510-286-6917
	California Highway Patrol (CHP)	Oakland CPH Office: 510-450-3821
	California Governor's Office of Emergency Services (Cal OES)	State Warning Center (24/7): 916-845-8911
Federal	Federal Emergency Management Agency (FEMA)	Watch Center Manager (24/7): 888-709-3362
Nonprofit/Private Organizations	Eden Information and Referral (I&R) (2-1-1)	Administrative: 510-537-2710
	East Bay Paratransit	510-287-5000
	American Red Cross	Dispatch (24/7): 866-272-2237
	Alameda County Voluntary Organizations Active in Disasters (AlCoVOAD)	AlCoVOAD Chair, Bruce Baird: BDBAIRD@comcast.net 703-778-5088
	Delta Charter Bus Rental Company	888-241-8543

II. Purpose

ESF #16 – Evacuation describes how City departments will direct and coordinate large-scale citywide evacuation activities and actions within the City of Oakland during threatened or actual emergencies.

This ESF identifies the key policies, concepts of operations, roles and responsibilities, and capabilities associated with ESF #16 – Evacuation in the City of Oakland. Specific operating procedures and protocols are addressed in documents maintained by the participating organizations.

A. How to use this ESF

- Review the entire document and identify the roles and responsibilities for your department.
- Prior to an incident, identify necessary capabilities (staff, plans, procedures, training, equipment) that your department will need to be able to implement the assigned roles and responsibilities.
- Immediately after being notified of an incident, refer to this document as a reminder of roles and responsibilities. Follow established supporting plans and procedures. Remain flexible as each incident is unique and may require you to modify your approach.

B. Scope

ESF #16 – Evacuation details the procedures, roles and responsibilities, and concept of operations of ESF #16 – Evacuation during a potential, imminent, or declared emergency. The specific objectives of ESF #16 – Evacuation include:

- Identify the policies and procedures for evacuation operations within the City of Oakland.
- Define the specific roles and responsibilities of departments and other organizations that will support evacuation operations.

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- Define the coordination that will occur with outside agencies and entities, including county, regional, state, federal, nonprofit, and the private sector.
- Provide considerations for the specific evacuation and movement needs of individuals with disabilities and others with access and functional needs.

III. Concept of Operations

A. General

- Upon request from the City Administrator or Emergency Manager, OPD and OFD will make department representatives available to the Emergency Operations Center (EOC) to coordinate and implement the response to evacuation-related requests for assistance. The department representatives will staff the ESF #16 – Evacuation workstation in the EOC, identify needed support departments, and ensure that support departments are activated or placed on standby as needed.
- The primary operations for ESF #16 – Evacuation include:
    - The decision to evacuate
    - Identification of geographic areas to evacuate
    - Notification
    - Preparation to move
    - Movement and en route support
    - Access control
    - Support for populations with access and functional needs
    - Reception
    - Return/reunification and recovery
- Response decisions, including the decision to evacuate, will be based on the following priorities:
    1. Life safety
    2. Addressing human needs, caring for individuals with disabilities and others with access and functional needs, protecting property, and protecting the environment
    3. Restoring basic services
    4. Encouraging timely and effective community and economic recovery
- Decision makers will take into account the following principles when making evacuation decisions:
    - Minimize the number of people who must evacuate and the distance they must travel to seek safe refuge.
    - Evacuation may require relocating people outside of the City of Oakland jurisdiction to Alameda County, a neighboring county, another part of the state, or to other states.

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- People with disabilities and others with access and functional needs will face additional challenges and difficulties to evacuate, including communication and transportation, and will require additional assistance.
- Some individuals will refuse to evacuate.

B. Organization

ESF #16 – Evacuation will organize under the leadership of the OPD and OFD as primary departments, with OPD serving as the overall coordinator for the ESF. OPD and OFD have developed an organizational structure for directing, planning, implementing, and monitoring missions according to the ESF concept.

- Primary departments will provide direction for the operation of the ESF, assign ESF #16 – Evacuation personnel to the requests for assistance, and ensure requests for assistance are met, documented, and prioritized. ESF #16 – Evacuation will establish liaisons with other appropriate ESFs and maintain open communications with these ESFs in both the planning and operational phases.
- Supporting departments assigned to ESF #16 – Evacuation will provide decision-making guidance and assist the EOC in providing resource support after a major disaster or emergency. The composition of the support departments for ESF #16 – Evacuation may change as a result of the event planning process. The departments identified in this ESF will constitute the basis for providing resource support assistance to departments/external agencies following a major disaster or emergency.
- All supporting departments will operate under the leadership of their respective primary department representative located at the EOC. However, each department represented will be expected to activate and direct its response resources in accordance with its department's operating procedures.

Figure 1 shows the organization structure and the flow of information for ESF #16 – Evacuation.

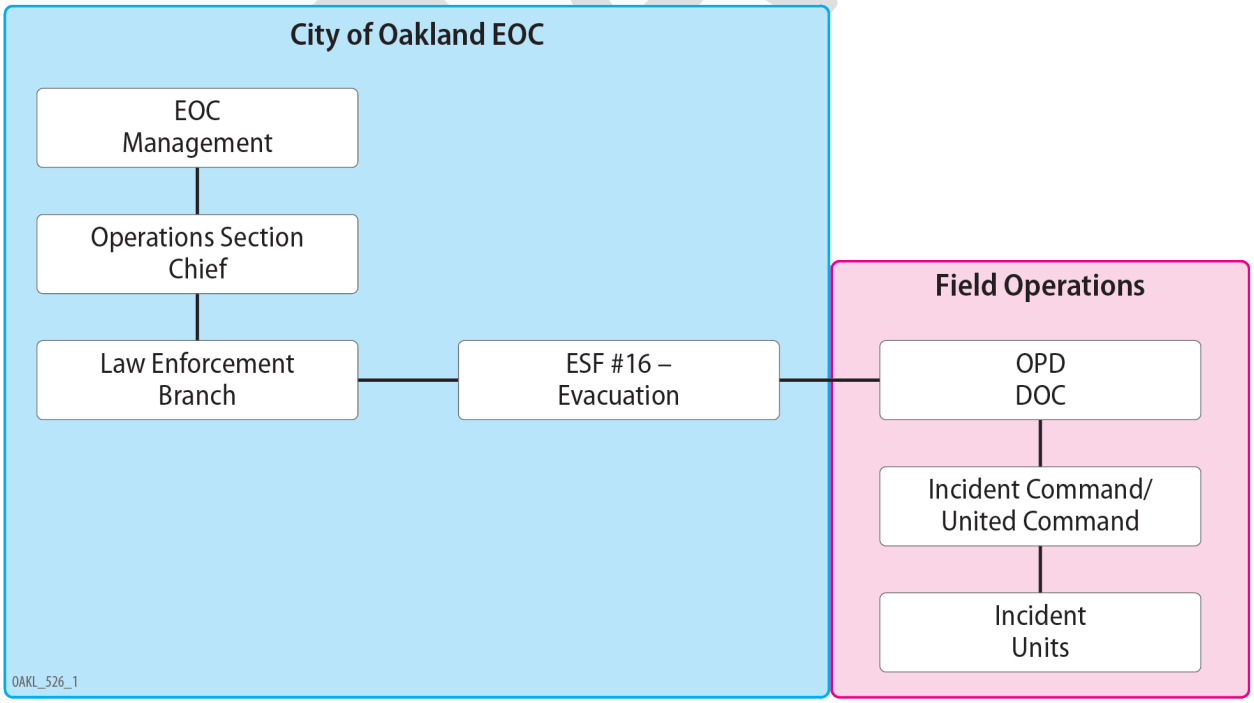

Figure 1: ESF #16 – Evacuation organization structure and information flow

C. Notification and Activation

ESF #16 – Evacuation can be activated by the Chief of Police in communication with the Emergency Manager and the City Administrator. In the event requiring citywide coordination of resources, the EOC Director or Emergency Manager will activate the EOC. Notification will then be issued to each department that serves as the primary lead for Operations, Planning, Logistics, and Finance and Administration Sections. If necessary, the Operations Section Chief will notify and activate ESF # 16 – Evacuation.

Notification will occur through concurrent lines of communication, using multiple channels, including the emergency notification system AC Alert and direct phone calls to department representatives.

ESF #16 – Evacuation is always in effect with response phases activated as determined by any incident requiring an elevated need for public works and engineering coordination. The level of activation will be determined according to the needs and magnitude of the disaster.

D. Preparedness, Response, and Recovery Activities

The primary departments, OPD and OFD, are responsible for coordinating and/or delegating the preparedness, response, and recovery activities of ESF #16 – Evacuation with the supporting entities. As the overall coordinating lead, OPD provides oversight for the coordination of activities.

Phase	Activities
Preparedness	• Provide written procedures implementing the responsibilities to support ESF #16 - Evacuation and the City of Oakland Emergency Operations Plan (EOP). • Review the ESF #16 – Evacuation ESF annually and update as needed. • Develop and implement evacuation resource training and exercise programs for all first responders. • Develop staffing procedures/guidelines and checklists for evacuation. • Develop and maintain a list of resources required for the activation of ESF #16 – Evacuation. • Ensure emergency responders are familiar with evacuation procedures/guidelines. • Coordinate and communicate with county, regional, state, and federal evacuation resources (including planning for reception of external assets). • Develop public awareness programs to reduce the number of injuries, property loss, and accidents in an evacuation. • Develop pre-determined primary evacuation routes. • Develop pre-determined primary pick-up points. • Develop security measures as necessary considering for the accommodation of individuals with disabilities and others with access or functional needs.
Initial Response (within the first 72 hours)	**Step 1: Decide to evacuate** • Develop situational awareness on the scope and level of impact of the incident to the City of Oakland.

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Phase	Activities
	• Upon notification of an emergency that has the potential to require a large-scale evacuation or have direct impact on the City, OPD, OFD, and EMSD should contact elected officials to update them on the situation. • Determine the need to evacuate affected areas within the City of Oakland by using the evacuation decision matrix in the City of Oakland Catastrophic Incident Mass Transportation and Evacuation Annex. Evacuation for the immediate safety of life are authorized by the on-scene Incident Commander (IC) with immediate notification to the EOC Director/City Administrator. The authorization for large-scale or mass evacuations within the City of Oakland following a disaster will be made by the City Administrator, in consultation with relevant City departments, including OPD, OFD, Oakland Public Works Department (OPW), and City building and facility engineers. • Follow the response concepts outlined in the City of Oakland EOP and the City of Oakland Catastrophic Incident Mass Transportation and Evacuation Annex to determine evacuation priorities and how to meet them. • Assign Incident Command System (ICS) positions and serve as Operations Section Chief as directed by Incident Command. **Step 2: Identify geographic areas to evacuate and relocate** • Determine the scope of the potential evacuation areas within the City of Oakland. • Identify primary and secondary evacuation routes and evacuee assembly and pick-up points within the City of Oakland. • In coordination with the EOC Functional Needs Coordinator (E-FNC), determine pick-up points and assisted procedures for evacuees with disabilities and other access and functional needs. • Coordinate with ESF #5 – Management to determine evacuation destination points (including evacuation centers and shelters) for all evacuees. To the extent possible, and depending on medical requirements, individuals with disabilities and other access and functional needs should be sheltered together with the general population. **Step 3: Notification** • Contact dispatch to notify individuals that need to evacuate or shelter-in-place. • Alert special facilities housing vulnerable populations to activate facility evacuation plans. • Ensure notification of vulnerable facilities (e.g., those with their own evacuation plans), including hospitals, schools, and government buildings.

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Phase	Activities
	• Provide timely and accurate public information to ESF #15 – Public Information, including evacuation alerts, notices, routes, assembly areas, pick-up points, and other instructions to the public. • Provide a system for recording incoming requests for assistance, the individual assigned to respond, and the action taken. **Step 4: Coordinate and prepare to move** • Establish a timeline for evacuation operations. • Expedite and coordinate the evacuation of persons from hazardous areas and the flow of emergency response personnel and resources into the City of Oakland. • Determine shelter-in-place and evacuation resource needs. • Determine the impact of the incident to transportation infrastructure that might impact evacuation routes. • Coordinate with ESF #1 – Transportation for transportation resources needed to support the evacuation. Determine the resources needed to accommodate evacuation for populations with disabilities and others with access and functional needs. • Control evacuation traffic, both the flow of responders and resources into the City, and evacuees out of the City. • Request mutual aid resources required to conduct these operations. • Deploy assigned personnel as needed. • Coordinate with ESF #5 – Management for information and data for response planning purposes. • Coordinate with ESF #7 – Resources to obtain fuel and other needed resources for evacuation. • Coordinate with ESF #13 – Law Enforcement for traffic control and security. • Coordinate with ESF #6 – Mass Care and Shelter to obtain locations of all shelter sites and evacuee collection points. • Coordinate with ESF #6 – Mass Care and Shelter for considerations for care of individuals with disabilities and others with access and functional needs. • Coordinate with ESF #8 – Public Health and Medical to request status, availability, and points of contact for hospital and ambulance services. • Record and communicate all actions taken to primary department representative representatives. Make brief and accurate status reports to primary departments. • Establish a protocol for prioritizing response activities such as expanding dispatch.

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Phase	Activities
	• Implement predetermined cost accounting measures for tracking overall ESF #16 – Evacuation personnel, equipment, materials, and other costs that are incurred during emergency evacuation response actions. **Step 5: Coordinate movement and en route support** • Track locations and numbers of the populations that are using public transportation to evacuate. • Identify the specific roles and responsibilities of city departments and other organizations that are supporting the evacuation operation. • Ensure that East Bay Paratransit and other accessible transportation for those with disabilities and others with access and functional needs is provided during evacuation. • Establish command and control of tactical operations during the evacuation. • Dispatch transportation resources to evacuee assembly points. • Coordinate traffic control along evacuation routes. • Procure, allocate, and manage resources for en route support of populations with disabilities and others with access and functional needs. • Coordinate search and rescue operations for the evacuation area. **Step 6: Establish access control** • Establish access control posts and barricades at key locations around an established perimeter. • Issue entry passes and badges as needed. • Request mutual aid assistance for access control points. • Ensure consideration for the accommodation of populations with disabilities and others with access and functional needs when establishing perimeter control.
Continued Response **(3+days)**	• Step 7: Continue to coordinate, monitor and track and share information on evacuation needs, damage, and capabilities • Provide for the procurement, allocation, and use of necessary transportation resources and law enforcement resources by means of mutual aid or other agreements. • Provide timely and accurate public information including evacuation alerts, notices, routes, assembly areas, and other instructions to the public. • Institute access-control measures to keep unauthorized people from entering evacuated or partially evacuated areas. • Identify the number of, and destinations for, responder deployment into affected area.

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Phase	Activities
	• Coordinate with transportation networks performing initial restoration activities (i.e., debris clearance) to add evacuation routes, as available. • Coordinate with ESF # 1 – Transportation to support the return of evacuees and provide private Para-transit from shelters to their residences, or interim housing. • Determine when evacuees may return to the evacuated area and provide re-entry information guidance to returning evacuees. • Develop a demobilization plan for evacuation operation resources.
Recovery	• Pre-position anticipated recovery resources to the nearest staging area(s). • Support the re-entry of evacuated populations into the City of Oakland. • Work with appropriate departments to determine the long-term solution for evacuated populations. • Provide ESF #5 – Management and ESF #15 – Public Information with regular updates on which re-entry sites/routes are open and available. • Draft recommendations for after action reports and other reports as appropriate. • Maintain records and documentation of response and recovery operations. • Coordinate with ESF #1– Transportation for the following: ○ Information on the condition of roads (for example, identify if roads are clear of debris and assess safety and stability of bridges and other transportation infrastructure). ○ Support ongoing transportation of response resources into the city and throughout the region. ○ Support primary efforts to restore traffic and transportation infrastructure within the City of Oakland. ○ Coordinate the demobilization and release of any transportation mutual aid resources. ○ Identify repatriation routes. ○ Coordinate transportation that supports the return of evacuees from shelters to their residences, or interim housing including Para-transit for those with functional needs. ○ Identify routes to be used for residents returning to the area. ○ Develop plan and time line for return of evacuees to ensure smooth traffic flow.

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Phase	Activities
	○ Manage traffic flow (use of signals, physical barriers, and law enforcement or other public officials to assist with directing traffic). ○ Develop priorities and coordinate for the restoration of transportation infrastructure. • Develop a demobilization plan for mass transportation/evacuation operation resources. • Provide support services to assist travelers (i.e., removal of broken down cars, provision of basic traveler roadside assistance, directions, water, gas, services at highway rest stops, etc.). • Identify and coordinate use of arrival points for those returning using government-provided transportation assistance. • Coordinate transportation back to the area for the general population, populations with pets and those with access and functional needs. • Coordinate transportation assistance to shelter residents to assist with getting residents to work and back to their specific location. • Set up and provide staff to manage and coordinate arrival points.

E. City Department Specific Roles and Responsibilities

The following table outlines the roles and responsibilities of City departments that have a role in the coordination and execution of ESF #16 – Evacuation responsibilities.

All departments are expected to develop supporting plans and procedures to help them meet the roles and responsibilities outlined below.

Department	Roles and Responsibilities
Oakland Police Department	☐ Recommend mass evacuation, if determined to be necessary. ☐ Protect individuals and property during evacuation operations. ☐ Control access to and from evacuated areas. ☐ Control traffic around on local streets and roads during evacuations. ☐ Manage the evacuation and return. ☐ Provide crowd control and other security at evacuee assembly points. ☐ Assist people with disabilities and others with access and functional needs at evacuee assembly and access control points. ☐ Assist these teams during evacuation incidents: ○ OFD Fire and Rescue ○ OFD HazMat Team ○ OFD Emergency Medical

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Department	Roles and Responsibilities
	○ Alameda County or military Explosive Ordinance Disposal (EOD) team (aka Bomb Squad) ☐ Provide safety and security for evacuated areas. ☐ Operate Reverse 9-1-1 for ordering evacuations. ☐ Coordinate with the E-FNC on access and functional needs evacuation assistance and specialized resources. ☐ Determine who should shelter-in-place and who should evacuate. ☐ Identify evacuation priorities following an emergency or disaster. ☐ Identify the policies and procedures for coordinating and managing ESF #16 – Evacuation operations from the City of Oakland EOC. ☐ Identify the specific roles and responsibilities of city departments and other organizations that will support mass transportation/evacuation operations. ☐ Establish a response timeline for the conduct of evacuation operations following an incident. ☐ Provide information to the general public through ESF #15 – Public Information.
Oakland Fire Department	☐ Determine shelter in place and evacuation needs with OPD. ☐ Define strategies, operations, and resources for conducting evacuation operations following a disaster, including: ○ The evacuation of individuals from hazardous areas, including those who will self-evacuate, those within the City that require transportation, and populations with access and functional needs ○ The request and provision of mutual aid resources required to conduct these operations
City Administrator's Office	☐ Authorize large-scale or mass evacuations within the City of Oakland, if determined to be necessary. ☐ Coordinate with the Mayor and other City departments to determine the best evacuation decisions for the City of Oakland. ☐ Ensure the evacuation follows all City procedures. ☐ Coordinate with City departments and community partners to ensure appropriate evacuation of individuals with disabilities and others with access and functional needs, as necessary. ☐ Provide technical assistance to ensure compliance with federal, state and local disability and access regulations, as necessary.
City Attorney	☐ Ensure the evacuation follows all city procedures, laws, codes, and ordinances.
Office of the Mayor	☐ Ensure the evacuation follows all city procedures.

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Department	Roles and Responsibilities
	☐ Support public information efforts.
Emergency Management Services Division • **Communities of Oakland Respond to Emergencies**	☐ Activate the EOC. ☐ Provide coordination and support to other departments and external agencies as necessary. ☐ If Alameda County Operational Area EOC has been activated, provide coordination between City and Alameda County Operational Area EOCs. **CORE:** ☐ Activate volunteers if requested and have the EOC liaison report to the EOC. ☐ Provide volunteers for evacuation operation support, if requested and as appropriate.

F. External Supporting Entities Roles and Responsibilities

The following external entities may provide support, services, situation reports, information, and/or resources to the City of Oakland, based on their expected roles and responsibilities and availability, through coordination with the Alameda County Operational Area.

Supporting Entity	Roles and Responsibilities
Alameda County Sheriff's Office • **Office of Emergency Services**	☐ Provide security for evacuated area within the Operational Area to support City of Oakland requests for assistance. ☐ Provide traffic control services for efficient evacuation within the Operational Area to support City of Oakland requests for assistance. ☐ Forward City of Oakland requests for assistance if the Operational Area cannot fill those requests. ☐ Assist in the designation of destinations (e.g., shelters) for evacuees within the Operational Area to support City of Oakland requests for assistance.
Alameda-Contra Costa Transit District	☐ Assist in the designation of destinations (e.g., shelters) for evacuees in coordination with the Operational Area to accommodate the evacuating population from the City of Oakland. ☐ Acquire required transportation and evacuation resources, including en route support if requested from the Operational Area to fulfill City of Oakland requests for assistance.
Bay Area Rapid Transit	☐ Provide transportation resources, if available to the Operational Area to fulfill City of Oakland transportation requests.
East Bay Municipal Utilities District	☐ Provide dam safety data to the Operational Area if the evacuation routes are near the dam.

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Supporting Entity	Roles and Responsibilities
	☐ Provide data from the seismic program for the City of Oakland on the critical infrastructure damages from the incident to the Operational Area to support the City of Oakland's decisions on evacuation routes and safe facilities. ☐ Provide information on the best evacuation routes after an incident to the Operational Area to support the City of Oakland's decisions on evacuation routes.
California Governor's Office of Emergency Services	☐ Receive and support operations resources and requests from the regional level to fulfill City of Oakland requests. ☐ Coordinate all assistance from the National Volunteer Organizations Active in Disasters (VOAD) to the Operational Area to fulfill City of Oakland volunteer requests. ☐ Coordinate federal support to the disaster area through the Operational Area for the City of Oakland. ☐ Identify evacuee assembly points if the evacuees are moving out of the region through the Operational Area for the City of Oakland. ☐ Acquire required state level evacuation resources, including en route support to the Operational Area to fulfill City of Oakland volunteer requests. ☐ Identify primary and secondary evacuation routes evacuation routes and ensure that all routes continue across jurisdictional boundaries to the Operational Area to fulfill City of Oakland volunteer requests. ☐ Designate destinations (e.g., shelters) for the Operational Area to fulfill City of Oakland volunteer requests.
California Department of Transportation	☐ Support evacuation operation efforts within the Operational Area to fulfill the City of Oakland requests. ☐ Provide state transportation resources for the City of Oakland evacuation operations. ☐ Coordinate with federal transportation evacuation entities to support Operational Area requests for assistance to fulfill City of Oakland requests for support.
Federal Emergency Management Agency	☐ Support the Cal OES evacuation efforts to the Operational Area to fulfill City of Oakland requests for evacuation assistance.
Nonprofit/Private Organizations	☐ Receive and support transportation operations resources and requests from the Operational Area to fulfill City of Oakland transportation requests. ☐ Activate volunteers if requested and have the EOC liaison report to the EOC.

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Supporting Entity	Roles and Responsibilities
	☐ Provide specialized transportation for those with functional needs in an evacuation to the Operational Area to fulfill City of Oakland requests for evacuation assistance. ☐ Coordinate pick-up for evacuees that normally receive East Bay para-transit services within the Operational Area to fulfill City of Oakland requests for evacuation assistance. ☐ Coordinate with ESF #15 – Public Information to provide information and communication to the public via the 2-1-1 service during an evacuation. ☐ Coordinate the requests for emergency help and the community-based organizations available to provide help within the Operational Area to fulfill City of Oakland requests for evacuation assistance. ☐ Coordinate with ESF #17 – Volunteers and Donations Management by providing volunteers to fulfill City of Oakland requests for evacuation assistance. ☐ Support transportation operations resources and requests (if available) from the Operational Area to fulfill City of Oakland transportation requests. ☐ Coordinate the regional evacuation transportation resources (if available) to the Operational Area to fulfill City of Oakland transportation requests.

IV. Planning Assumptions

The following planning assumptions apply to the execution of ESF #16 – Evacuation:

- A local emergency has been proclaimed and ratified by the City Council.
- Thousands of evacuees may be lodged in shelters both within the disaster area and in other shelters around the city.
- Response capabilities and resources may be overwhelmed.
- Transportation contracts will be activated, but availability of transportation resources is not guaranteed in a disaster.
- Roads and bridges may be impacted or impassable.

V. Policies

The following policies, rules, and regulations apply to the execution of ESF #16 – Evacuation:

- ESF #16 – Evacuation coordinates the emergency response of a multitude of departments and organizations. As a result, it is impossible to list all of the policies that regulate the specific operations. Each primary and support department or organization in this ESF is responsible for developing department policies specific to their respective emergency operations.

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- ESF#16 – Evacuation will assist in coordination with impacted departments without regard to race, color, national origin, religion, nationality, sex, age, disability, limited English proficiency, economic status, or sexual orientation.
- Primary and support departments will provide sufficient personnel to staff the ESF#16 – Evacuation 24 hours per day, as necessary for the level of activation. The staff will be qualified persons able to facilitate decisions for the department they represent.
- All support departments and organizations will be notified and tasked to provide 24-hour representation as necessary. Each support department and organization shall ensure that a sufficient number of personnel are available to staff the EOC workstation and support EOC activities on a continuous basis.
- Individuals staffing the EOC on behalf of ESF#16 – Evacuation departments and organizations should have extensive knowledge of the resources and capabilities of their respective departments and have access to the appropriate authority for committing department resources.
- Individuals with functional needs will be provide space to bring necessary support equipment as space is available, no individual will be denied transportation in order to accommodate special needs equipment.

VI. References

The following agreements, procedure, plans, and guidelines apply to the execution of ESF #16 – Evacuation, in addition to references listed in the EOP:

- City of Oakland Emergency Operations Plan
- City of Oakland Functional Needs Annex
- City of Oakland Animal Care Annex
- City of Oakland Local Hazard Mitigation Plan
- City of Oakland Catastrophic Incident Mass Transportation and Evacuation Annex (ESF #1/CA EF Evacuation), May 2010
- Mutual Aid Agreement with Alameda County
- Mutual Aid Agreement with East Bay Municipal Utilities District
- Mutual Aid Agreement for Fire Services
- State Master Mutual Aid Agreement
- Article 15 of the California Emergency Services Act (CA Gov. Code §8550)
- Accessibility to Emergency Information and Services (CA Gov. Code §8593.3)
- Cal OES guidance document, Legal Guidelines for Controlling Movement of People and Property During an Emergency

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I. Primary and Supporting Departments and External Entities

The following City of Oakland (City) departments have been identified as primary and supporting departments that will be responsible for carrying out the functions of Emergency Support Function (ESF) #17 – Volunteer and Donations Management. The primary departments have significant authorities, roles, and resources to accomplish the scope of the ESF and have ongoing coordinating responsibilities throughout the preparedness, response, and recovery phases of incident management. Supporting departments are those entities with specific capabilities or resources that support primary departments in executing the mission of the ESF. Other departments may be called upon to support the ESF as necessary.

Refer to the Emergency Management Services Division (EMSD) 24-Hour Emergency Contact List for specific names and points of contact for each department and supporting entity below.

Role	Name of Office/Department	Department Contact
Coordinating City Office	City Administrator's Office	510-238-3301
Primary City Offices	City Administrator's Office Office of the Mayor	510-238-3301 510-238-3280
Supporting City Departments	Emergency Management Services Division (EMSD)	510-238-3938
	Finance Department – Controller's Bureau	510-238-3280
	Human Resources Management Department (HRM)	510-238-3112
	Information Technology Department (ITD)	510-238-4702
	Oakland Public Works Agency (OPW)	510-238-3961
	Oakland Animal Services (OAS)	510-535-5602
	Oakland Parks, Recreation, and Youth Development Department (OPRYD)	510-238-7275
	Oakland Police Department (OPD)	510-777-3333
	Oakland Public Library (OPL)	510-238-3134

The following *external* entities have been identified as supporting entities that the City will coordinate with through the Operational Area:

Supporting Entities	Name of External Entities	Contact
County	Alameda County Sheriff's Office – Office of Emergency Services (OES)	Duty Officer (24/7): 510-667-7721 Main: 925-803-7800
	Alameda County Social Services Agency	510-259-3812
State	California Department of Social Services	916-651-8848
	CaliforniaVolunteers	916-323-7646
Federal	Federal Emergency Management Agency (FEMA)	Watch Center Manager (24/7): 888-709-3362
Nonprofit/Private Organizations/ Other Agencies	American Red Cross	Dispatch (24/7): 866-272-2237
	Alameda County Voluntary Organizations Active in Disasters (AlCoVOAD)	Chair: Lars Eric Holm 510.727.9516 leholm@edenir.org
	The Salvation Army	510-383-9300
	Oakland Radio Communication Association (ORCA) – Oakland Amateur Radio Emergency Service (ARES)/Oakland Radio Amateur Civil Emergency Service (RACES)	Jim Duarte: 510-636-8568 / 415-716-4776 / 510-735-7219 David Otey: 510-482-1643 / 510-918-4627 Gary Plotner: 510-848-1375 / (c) 510-813-6668
	Oaklanders Assistance Center	510-444-2489

II. Purpose

ESF #17 – Volunteer and Donations Management provides guidance for the engagement and coordination of volunteers, volunteer services, and donations management in an emergency. ESF #17 – Volunteer and Donations Management establishes a framework for coordinating the following:

- Spontaneous unaffiliated and untrained and affiliated and trained1 volunteers to support the City of Oakland response efforts. This plan does not conflict with the established procedures of

[1] Affiliated and trained volunteers are attached to a recognized government, voluntary, or non-profit organization and are trained for specific disaster preparedness or response activities.

voluntary organizations regarding their respective procedures for soliciting goods and services or mobilizing their trained volunteers.

- In-kind and monetary donations for the benefit of those affected by the disaster.

This ESF identifies the key policies, concepts of operations, roles and responsibilities, and capabilities associated with ESF #17 – Volunteer and Donations Management in the City of Oakland. Specific operating procedures and protocols are addressed in documents maintained by the participating organizations.

A. How to use this ESF

- Review the entire document and identify the roles and responsibilities for your office or department.
- Prior to an incident, identify necessary capabilities (staff, plans, procedures, training, equipment) that your agency or department will need to be able to implement the assigned roles and responsibilities.
- Immediately after being notified of an incident, refer to this document as a reminder of roles and responsibilities. Follow established supporting plans and procedures. Remain flexible as each incident is unique and may require you to modify your approach.

B. Scope

ESF #17 – Volunteer and Donations Management is comprised of two distinct components: Volunteer Management and Donations Management. Each component must include considerations and provisions for individuals with disabilities and other access and functional needs through pre-planning with ADA Programs and direct coordination with the Emergency Operations Center (EOC) Functional Needs Coordinator (E-FNC). ESF #17 – Volunteer and Donations Management identifies the key concepts, policies, and procedures for communication and coordination with affiliated volunteers, spontaneous unaffiliated volunteers (SUVs), and donations management within the City of Oakland. Specific operating procedures and protocols are addressed in documents maintained by the participating organizations. Voluntary organizations are expected to abide by this document while volunteering for the City of Oakland. The specific objectives of ESF #17 – Volunteer and Donations Management include:

- Defining Volunteer Management and Donations Management for the City of Oakland.
- Providing the citywide framework for volunteer and donations coordination within the City of Oakland.
- Identifying roles, responsibilities, and activities within the City of Oakland for volunteer and donations management.
- Enhancing communication and coordination with the county, state, and federal agencies that support volunteer and donations management following a disaster.

C. Definitions

1. *Volunteer Management*

ESF #17 – Volunteer Management establishes the framework for recruiting, managing, and appropriately deploying affiliated, unaffiliated, and spontaneous volunteers in an emergency. This plan provides the volunteer management framework for the City of Oakland, which can be activated for a potential, imminent, or declared disaster, or during an emergency. Activities associated with ESF #17 – Volunteer Management must include considerations for volunteer opportunities for individuals with disabilities and others with

access and functional needs, as well as volunteers needed to support individuals with disabilities and others with access and functional needs. The definition of a volunteer in the context of this ESF is:

- **Affiliated Volunteer:** One who is affiliated with either a governmental agency or non-governmental organization (NGO) and who has been trained for a specific role or function in disaster relief, response, or recovery and during the preparedness phase. Affiliated volunteers in Oakland may include members of CORE/CERT, ORCA, ARES/RACES, The American Red Cross, The Salvation Army, etc.
- **Spontaneous/Unaffiliated Volunteer:** Spontaneous volunteers are not initially affiliated with a response or relief agency or pre-registered with an accredited disaster council. Spontaneous volunteers may also be referred to as unaffiliated volunteers, SUV, and convergent (incident driven) volunteers.

2. *Donations Management*

ESF #17 – Donations Management establishes the framework for the coordination, management, and the acceptance, control, receipt, storage, distribution, and disposition of donated goods and money. This document provides the donations management framework for the City of Oakland, which can be activated for a potential, imminent, or declared disaster, or during an emergency. Activities associated with ESF #17 – Donations Management must include considerations for donations necessary to support populations with disabilities and others with access and functional needs. The definition of a donation in the context of this ESF is:

- **Monetary Donations:** Financial contributions from donors designated for disaster response, relief, and recovery. Reference Administrative Instruction 1052 – "City Administrator Acceptance and Appropriation of Restricted Grant Funds, Gifts and Donations of $50,000 or Less".
- **In-Kind Donation:** All non-monetary donations designated for disaster response, relief, and recovery. Donated goods may be bulk goods, which are generally new and useful, or they may be non-bulk, which are generally goods donated by individuals. Donated services include professional services, use of facilities and real estate, and loaned equipment or vehicles.

III. Concept of Operations

A. General

- Upon request from the City Administrator or the Emergency Manager, designated department representatives will report to the EOC for the coordination and implementation of volunteer and donations management related requests for assistance.
- Primary Office representatives will staff the ESF #17 – Volunteer and Donations Management workstation(s); identify which support departments for ESF #17 – Volunteer and Donations Management are needed and take the necessary steps to ensure that support departments are activated or placed on standby as needed.
- ESF #17 – Volunteer and Donations Management will be organized in a manner that ensures rapid response to the volunteer and donations management requests. Emphasis will be on each department assigned to ESF #17 – Volunteer and Donations Management having thorough and up-to-date disaster plans that have been coordinated through the ESF's primary offices. These plans will be operational in nature and standardized whenever possible. When activated, departments in ESF

#17 – Volunteer and Donations Management will operate under these plans and their support documents.

- Organizations responsible for volunteer and donations management (The American Red Cross, faith-based and community-based organizations, The Salvation Army, schools, Oakland Parks,Recreation, and Youth Development Department, etc.) should provide regular situational awareness updates to ESF #17 – Volunteer and Donations Management.

3. *Volunteers*

The City of Oakland will activate the Emergency Volunteer Center (EVC). City Employees and trained volunteers will staff EVC in their Disaster Service Worker capacity and will manage spontaneous/unaffiliated volunteers during an emergency. Management of volunteers requires a coordinated effort by government entities, voluntary, community- and faith-based organizations, and the private sector.

4. *Donations*

City Administrator Office (CAO) will serve as the primary office for managing donations during a disaster. Management of donations requires a coordinated effort by government entities, voluntary, NGOs, community- and faith-based organizations, and the private sector.

B. Organization

- ESF #17 – Volunteer and Donations Management is located in the Logistic Section. CAO will act as the overall coordinating office for ESF #17 – Volunteer and Donations Management.
    - CAO and Office of the Mayor are the primary offices for ESF #17 – Volunteer Management. Representatives of these offices lead the volunteer management team.
    - CAO is the primary office for ESF #17 – Donation Management. The Controller's Bureau will manage incoming monetary donations.
- CAO, with the support from the Office of the Mayor, will provide direction for the operation of this ESF #17 – Volunteer and Donations Management, assign personnel to the requests for assistance, and ensure requests for assistance are met, documented, and prioritized. ESF #17 – Volunteer and Donations Management will establish liaisons with other appropriate ESFs and maintain open communications with these ESFs in both the planning and operational phases.
- The supporting departments assigned to ESF #17 – Volunteer and Donations Management will assist the EOC in providing resource support after a major disaster or emergency. The composition of the supporting departments for ESF #17 – Volunteer and Donations Management may change as a result of the event planning process. The departments identified in this ESF will constitute the basis for providing resource support assistance to departments/agencies following a major disaster or emergency.

Figure 1 shows the organization structure and the flow of information for ESF #17 – Volunteer and Donations Management.

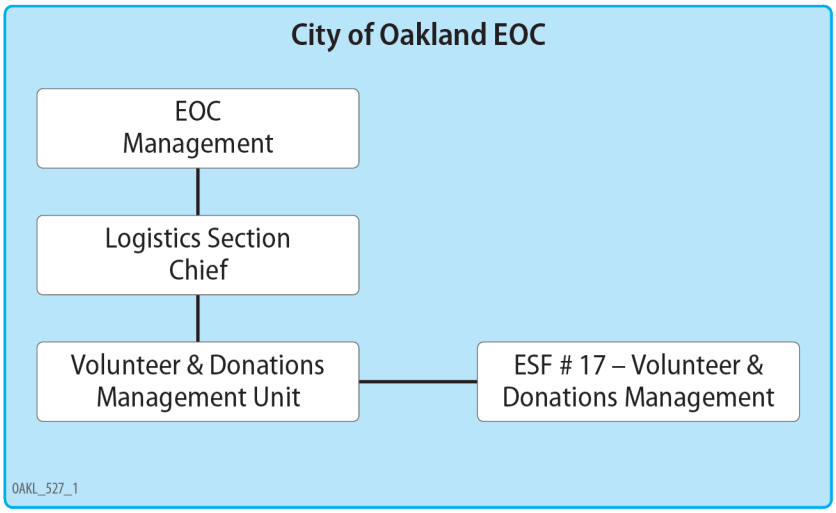

Figure 1: ESF #17 – Volunteer and Donations Management organization structure and information flow

C. Notification and Activation

ESF #17 – Volunteer and Donations Management can be activated partially or in whole by the City Administrator in communication with the Emergency Manager. If an event requires citywide coordination of resources, EOC will be activated in concurrence with the standard activation procedures. Notification will then be issued to each department which serves as the primary lead for Operations, Planning, Logistics, and Finance and Administration Sections. If necessary, the Logistics Section Chief will notify and activate ESF #17 – Volunteers and Donations Management in concurrence with the appropriate department Director.

Notification will occur through concurrent lines of communication, using multiple channels, including the emergency notification system AC Alert and direct phone calls to department representatives.

D. Preparedness, Response, and Recovery Activities

The primary offices, CAO and Office of the Mayor, are responsible for coordinating and/or delegating the preparedness, response, and recovery activities of ESF #17 – Volunteer and Donations Management with the supporting entities.

Phase	Activities
Preparedness	***General*** • Develop emergency plans and procedures to guide the activities of ESF #17 – Volunteer and Donations Management. CAO and Office of the Mayor, with help from EMSD as needed, will work with the supporting departments to help develop their own plans and procedures. • Review ESF #17 – Volunteer and Donations Management annually and update as needed.

Phase	Activities

	• Develop or update mutual aid agreements and/or memorandums of understanding (MOUs) with government agencies, professional associations, NGOs, community- and faith-based organizations, and private entities.
	• Continually evaluate the capabilities required to accomplish the ESF #17 – Volunteer and Donations Management mission, identify any gaps, and leverage resources to address them.
	• Manage the resolution of ESF #17 – Volunteer and Donations Management after action issues.
	• Develop and/or participate in relevant ESF #17 – Volunteer and Donations Management related planning, training, and exercise activities at the local, regional, state, and federal level.
	• Ensure necessary supplements to the ESF #17 – Volunteer and Donations Management are developed and maintained; these may include, but not limited to: emergency contact lists, resource lists, departmental/functional plans, procedures, protocols, and EOC job aids.
	Volunteer Management
	• Outreach and recruit an affiliated and trained network of volunteers.
	• Develop onboarding, retention, and recognition protocols for volunteers.
	• Provide support to NGOs, faith-based and community-based organizations, and the private sector for public education, recruitment, and training of volunteers to assist the City of Oakland during an emergency.
	• Consult with the City Attorney on ESF #17 – Volunteer and Donations Management to ensure it complies with all city rules and regulations related to volunteers.
	• Adopt and enforce safety and security procedures for volunteers for the City of Oakland.
	• Determine badge and identification procedures that follow Federal Information Processing Standard Publication (FIPS) 201 for volunteers.
	• Provide training to volunteer and paid staff.
	• Maintain a list of all departments and organizations (public and private) that have a mission to provide volunteers in time of disaster. The list will provide specific information, including the following:
	  ○ Number of staff or volunteers available who live outside of the City of Oakland;
	  ○ Number of staff or volunteers available who live within the City of Oakland;
	  ○ The type of service the volunteer may be able to provide;

Phase	Activities
	○ Certification verification by the agency/NGO. ***Donations Management*** • Develop, in coordination with ESF #7 – Resources, an inventory of donation storage and distribution sites, and available supplies and resources needed to assist with ESF #17 – Volunteer and Donations Management activities. • Develop and keep a list of current telephone numbers of owner/lessors/realtors who can provide the status of and/or activate applicable facilities. • Develop a method for determining the availability status of potential facilities in the event of a disaster. • Communicate and provide training for all participating organizations about their role in donations management. • Consult with the City Attorney on ESF #17 – Volunteer and Donations Management to ensure it complies with all city rules and regulations related to donations.
Initial Response (within the first 72 hours)	**Step 1: Establish the volunteer management and donations management functions within the EOC** ***Volunteers*** • Activate the Volunteer Coordination Unit within the EOC Logistics Section. • Determine the Volunteer Coordination Unit Lead and refer to the Job Action Checklist (JAC) for detailed instructions on responsibilities. • Identify a lead point of contact for spontaneous volunteers. • Assign Incident Command System (ICS) positions and serve as Branch Chief as directed by incident command. • Activate all applicable MOUs and agreements. ***Donations*** • Activate the Donations Management Unit (DMU) within the EOC Logistics Section. • Notify the point of contact designated as the DMU Leader. See the JAC for specific responsibilities. • Assign ICS positions and serve as Branch Chief as directed by incident command. • Activate all applicable MOUs and agreements. **Step 2: Identify, develop, and prioritize volunteer and donations management activities**

Phase	Activities
	Volunteers • Develop and prioritize strategies for initial volunteer response actions, including the mobilization of resources and personnel. • Identify the type of volunteers needed based on the priorities for provision of critical needs (food, water, shelter, healthcare, and urban search and rescue). • Use mission tracking request form for the needs of the deployed volunteers (including food, water, time tracking sheets, etc.). • Begin tracking the number of volunteers, organizations involved in volunteer efforts, issues that arise, hours worked, and the location for all volunteer staging areas. • Identify locations, resources, and staffing for the EVC. • Determine logistical support for volunteers with disabilities or other access and functional needs at all locations. ***Donations*** • Develop and prioritize strategies for initial donations management actions. • Implement procedures to notify and mobilize necessary personnel, facilities, and physical resources. • Initiate operations for accepting, processing, and tracking in-kind and monetary donations. • Identify operating facilities suitable as donation warehouses and distribution sites and consider setting up a donations account at the bank. **Step 3: Communicate and coordinate volunteer and donations information** ***Volunteers*** • Work with local agencies/departments, NGOs, county agencies, and applicable state agencies to assist in determining extended volunteer management resources. • Coordinate with ESF #6 – Mass Care and Shelter to assess the critical needs of the affected population: number and locations of people displaced, at evacuation/shelter sites, and those requiring assistance, and usable facilities for volunteer staging. • Coordinate with ESF #7 – Resources to create volunteer staging areas or EVCs within the emergency area. • Coordinate with the volunteer organizations to activate affiliated volunteers and to manage spontaneous volunteers. • Alert the EOC of the possible influx of volunteers. All requests for volunteer support are submitted to the ESF #17 – Volunteer and

Phase	Activities
	Donations Management representative at the EOC for coordination, validation, and/or action. • Coordinate with ESF #5 – Management, ESF #6 – Mass Care and Shelter, ESF #11 – Food, Agriculture, and Animal Services to establish mass feeding sites by volunteer organizations and which can be supported by volunteers. • Provide status updates and other information to ESF #5 – Management. • Coordinate with ESF #15 – Public Information to ensure information dissemination through all media channels and with internal and external partners. ***Donations*** • Coordinate with ESF #7 – Resources when receiving and sorting unsolicited items to be transferred to distribution sites for distribution to disaster victims. Distribution sites should be established as close to the disaster area as safely possible for disaster victims to obtain needed items that may be available. • Coordinate with ESF #1 – Transportation for the transport of donations from the collection and warehouse sites to the distribution sites. • Coordinate with the City Attorney and the City Controller for the proper procedure or policy for any cash donations. • Provide status updates and other information to ESF #5 – Management. **Step 4: Identify and provide volunteer and donations assets** ***Volunteers*** • Match volunteers with volunteer opportunities. • Provide volunteer resources (translation services, alternate facilities, supplies, transportation, training, etc.) to requesting departments within the City of Oakland. ***Donations*** • Direct provisions of available staff, equipment, and supplies to support organizations in managing in-kind donations. • Provide donations assets (staff, guidance, resources, etc.) to requesting departments and offices within the City of Oakland. • Direct inquiries concerning donations for a specified organization to that organization. Once a donation has been accepted by a specific department, it becomes the property of that department. • Direct unsolicited and undesignated donations to a department that has agreed to accept such goods and services. If a donation arrives unsolicited, but can be used, it will be accepted and directed to the

Phase	Activities
	appropriate location/department. Donations that cannot be used or that are deemed a health hazard may be rejected. **Step 5: Share information with the public** • Develop clear communication strategies with ESF #15 – Public Information to communicate with the local news media for various volunteer needs. • Develop the messages with ESF #15 – Public Information for the types and amount of donations needed, as well as the donations drop-off location(s).
Continued Response **(3+days)**	**Step 6: Continue to coordinate, monitor, track, and share information regarding volunteer and donations needs** ***Volunteers*** • Continue initial response actions as needed. • Coordinate with Logistics Section for any unmet needs. • Coordinate with ESF #6 – Mass Care and Shelter, ESF #7 – Resources, and ESF #14 – Recovery for the transition to long-term recovery. • Coordinate with the EOC for planning the development of the timeline and demobilization plan to address closeout activities and downsizing coordination. ***Donations*** • Continue initial response actions as needed. • Keep records of all donations received throughout the duration of the emergency or disaster. • Coordinate disbursement of donations received and follow established practices and procedures. • Complete necessary reports for tracking donations. • Coordinate public information and provide updates for ESF #15 – Public Information. • Coordinate with ESF #10 – Hazardous Materials when disposing of donations that are or have been exposed to hazardous materials. • Maintain records on personnel, supplies, and other resources used during the response.
Recovery	***Volunteers*** • Continue response actions as needed. • Demobilize volunteers that are no longer needed for response activities. • Ensure mental wellbeing of the demobilized volunteers.

Phase	Activities
	• Coordinate with ESF #5 – Management to craft appreciation letters to volunteers. • Ensure ESF #17 – Volunteer and Donations Management members and/or their departments provide appropriate records of costs incurred. • Conduct after action review. ***Donations*** • Continue response actions as needed. • Demobilize equipment and personnel who are no longer needed. • Determine how to dispose of remaining goods. Unusable items will be recycled to the extent possible. Usable goods will be redistributed to nonprofit organizations if possible. • Ensure ESF #17 – Volunteer and Donations Management members provide appropriate records of costs incurred. • Conduct after action review.

E. City Department Specific Roles and Responsibilities

The following table outlines the roles and responsibilities of City offices or departments who have a role in the coordination and execution of ESF #17 – Volunteer and Donations Management responsibilities.

All offices and departments are expected to develop supporting plans and procedures to help them meet the roles and responsibilities outlined below.

Department	Roles and Responsibilities
City Administrator's Office	☐ Coordinate ESF #17 – Volunteer and Donations Management. ☐ Respond to the activation of ESF #17 – Volunteer and Donations Management and initiate necessary operations to begin volunteer management. ☐ Coordinate with other ESFs as listed in the response actions. ☐ Develop applicable SOPs, guidelines, and/or checklists detailing the accomplishment of assigned functions. ☐ Document all costs and expenses associated with response and recovery activities taking care to clearly separate disaster related work from daily work for possible federal and state reimbursement.
Office of the Mayor	☐ Respond to the activation of ESF #17 – Volunteer and Donations Management and initiate necessary operations to begin donations management. ☐ Coordinate with other ESFs as listed in the response actions. ☐ Develop applicable standard operating procedures (SOPs), guidelines, and/or checklists detailing the accomplishment of assigned functions.

Department	Roles and Responsibilities
	☐ Document all costs and expenses associated with response and recovery activities taking care to clearly separate disaster related work from daily work for possible federal and state reimbursement. ☐ Determine location for storing cash and in-kind donations.
Emergency Management Services Division	☐ Activate the EOC. ☐ Provide coordination and support to other departments or offices as necessary. ☐ If Alameda County Operational Area EOC has been activated, provide coordination between City and Alameda County Operational Area EOCs. ☐ Promote public education and disaster volunteer program information within the City of Oakland.
Oakland Parks, Recreation, and Youth Development Department	☐ Provide assistance with receiving, organizing, and distributing donations. ☐ Assist with volunteer management at OPRYD's sites. ☐ Provide a list of available parks and recreation resources (staff and facilities).
Oakland Police Department	☐ Provide security at EVC(s), donation collection sites, and volunteer staging sites.
Oakland Public Library	☐ Assist with volunteer management at OPL's sites. ☐ Provide space/facilities and staff to support the EVC(s).
Oakland Animal Services	☐ Provide a list of available animal services resources (volunteers and facilities) ☐ Provide subject matter expertise

F. External Supporting Entities Roles and Responsibilities

The following external entities may provide support, services, situation reports, information, and/or resources to the City of Oakland, based on their expected roles and responsibilities and availability, through coordination with the Alameda County Operational Area.

Supporting Entity	Roles and Responsibilities
Alameda County Sheriff's Office • **Office of Emergency Services**	☐ Provide support for all volunteer preparedness, response, and recovery operations within the Operational Area to fulfill City of Oakland requests. ☐ Facilitate funding activities with FEMA for reimbursement costs associated with volunteers within the Operational Area to fulfill City of Oakland requests.

Supporting Entity	Roles and Responsibilities
	☐ Maintain communications with the Alameda County field response personnel within the Operational Area that is working to fulfill City of Oakland requests.
Alameda County Social Services Agency	☐ Coordinate the needed volunteers to assist with programs such as Child Care, General Assistance, Medi-Cal, Housing Assistance, CalFresh, D-SNAP, and SSI within the Operational Area to fulfill City of Oakland requests.
CaliforniaVolunteers	☐ Coordinate and deploy volunteers through the Disaster Corps program.
Federal Emergency Management Agency	☐ Activate a volunteer/donations coordination team when requested by the California Governor's Office of Emergency Services (Cal OES) to support the Operational Area in fulfilling the City of Oakland resource needs. This team will expedite service to donors from large private sector entities, civic organizations, and media-driven collection drives. ☐ Provide volunteer management support to the state to support the Operational Area's requests for volunteer management services for the City of Oakland. ☐ Provide donations management support to the state to support the Operational Area's requests for donations management services for the City of Oakland.
Nonprofit/Private Organizations	☐ Provide agreed upon services for the City of Oakland. ☐ Provide training to spontaneous volunteers that will be placed in shelters or at mass feeding sites within the City of Oakland. ☐ Provide assistance with donations management within the City of Oakland, if requested, including a referral to interested donors about drives, hotlines, or agencies that collect donated items that can be warehoused. ☐ The Salvation Army will assist with donations management for the City of Oakland. This will include opening and operating food distribution centers as needed because of an emergency. ☐ Coordinate requests for emergency help and community-based organizations available to provide help through the Operational Area for the City of Oakland. ☐ Coordinate with organizations able to provide volunteers for hospitals, medical centers, and clinics to replace or augment staff through the Operational Area for the City of Oakland. ☐ Coordinate with organizations able to provide volunteers for disaster medicine, casualty care, field treatment sites, and shelters through the Operational Area for the City of Oakland. ☐ Coordinate with organizations able to provide volunteers for prophylaxis dispensing and pre-screening through the Operational Area for the City of Oakland.

Supporting Entity	Roles and Responsibilities
	☐ Coordinate with organizations able to provide volunteers for isolation or quarantine medical support visits through the Operational Area for the City of Oakland. ☐ Coordinate with organizations able to provide volunteers for investigations of the outbreak of disease through the Operational Area for City of the Oakland. ☐ Provide services as requested by the Operational Area for mobilizing volunteers though the AlCoVOAD system through mutual aid agreements to fulfill City of Oakland volunteer needs. ☐ Coordinate with The American Red Cross to provide volunteers for shelters through the Operational Area to fulfill City of Oakland needs.

IV. Planning Assumptions

The following planning assumptions apply to the execution of ESF #17 – Volunteer and Donations Management:

- Lower income households will require additional assistance with essential services such as food and shelter.
- Households will start running out of food and cash within 72 hours following a disaster and may be unable to purchase additional food and supplies due to inability of retail stores to open or conduct electronic cash transactions.
- Retail stores may be unable to open due to a lack of electrical power, inability to resupply, or communication infrastructure damage that prevents electronic cash transactions.
- In the aftermath of a disaster, community members may self-deploy with the hopes of offering assistance, which could potentially disrupt critical first responder operations. Most people who spontaneously decide to volunteer in response to a disaster will not know where to go or how to become engaged.
- Following a disaster, spontaneous volunteers are likely to overwhelm The American Red Cross offices and government sites, such as City Hall, fire stations, and public libraries. HRM will coordinate with ESF #6 – Mass Care and Shelter, ESF #11 – Food, Agriculture, and Animal Services, and ESF #14 – Recovery to accept, vet, coordinate, and appropriately deploy such spontaneous volunteers.
- Volunteer and donations management response activities will be necessary in a potential, imminent, or declared disaster, or during an emergency, all of which require rapid coordination in order to mitigate potential volunteer and donations issues in the response phase of disaster operations.
- Volunteers may be called on to support various needs. Some of the more typical services include outreach, sheltering, mass care, outreach and supply/meal distribution to populations with disabilities and others with access and functional needs, debris removal, light first aid and triage, crowd control, and supply distribution.
- In an emergency, donors will offer assistance including, but not limited to, cash, goods, equipment and loan of equipment, food, services, and other commodities.

- Donations must be managed to ensure that materials are properly received, safeguarded, documented, and distributed in an appropriate manner. A location will be identified to store cash.
- Distribution will be based on priority of needs.
- Public health concerns will be addressed before food items are distributed.
- A media campaign will be coordinated as soon as a disaster is identified to encourage appropriate donation and volunteer practices, to avoid miscommunication and unusable resources.

V. Policies

The following policies, rules, and regulations apply to the execution of ESF #17 – Volunteer and Donations Management:

- ESF #17 – Volunteer and Donations Management coordinates the emergency response of a multitude of departments and organizations. As a result, it is impossible to list all of the policies that regulate the specific operations. Each primary and supporting department or organization in this ESF is responsible for developing policies specific to their respective emergency operations.
- ESF #17 – Volunteer and Donations Management will ensure that monetary donations are allocated based upon the population impacted.
- ESF #17 – Volunteer and Donations Management will ensure that the City of Oakland is provided the authority or approves the delegation of the authority to distribute and manage funds to its community.
- ESF #17 – Volunteer and Donations Management will provide policy related guidance on the tracking of funds to maintain a level of transparency with donors, both individually and collectively.
- ESF #17 – Volunteer and Donations Management will assist in coordination with impacted departments without regard to race, color, national origin, religion, nationality, sex, age, disability, limited English proficiency, economic status, or sexual orientation.
- Primary and supporting departments will provide sufficient personnel to staff the ESF #17 – Volunteer and Donations Management 24 hours per day, as necessary for the level of activation. The staff will be qualified persons able to facilitate decisions for the department they represent.
- Individuals staffing the EOC on behalf of ESF #17 – Volunteer and Donations Management departments and organizations should have extensive knowledge of the resources and capabilities of their respective departments and have access to the appropriate authority for committing department resources.

VI. References

The following agreements, procedure, plans, and guidelines apply to the execution of ESF #17 – Volunteer and Donations Management, in addition to those listed in the EOP:

- City of Oakland Emergency Operations Plan
- City of Oakland Ordinance 5.18: Commission of Public Charities
- City of Oakland Ordinance 2.04.016: City Council approval of grant awards

- Administrative Instruction 1052 - "City Administrator Acceptance and Appropriation of Restricted Grant Funds, Gifts and Donations of $50,000 or Less"
- Memorandum of Understanding with Oakland Unified School District
- Alameda County Memorandum of Understanding With Food Banks
- Alameda County Resolution 48-748 Master Mutual Aid Agreement
- Good Samaritan Act, California Health and Safety Code §1799.102
- Volunteer Management Plan for Non-Wildlife Volunteers Responding to Marine Oil Spills, 2009
- Regional Emergency Coordination Plan (RECP), Cal OES Coastal Region, March 2008
- State of California Emergency Plan (SEP), July 2009
- California Emergency Services Act, §8657
- Disaster Service Workers Volunteer Program Regulations, California Code of Regulations, Title 19, §2570-2733.3
- Disaster Service Worker Volunteer Program Guidance, Governor's Office of Emergency Services, 2001
- Volunteer Protection Act of 1997, U.S. Public Law 105-19
- Volunteer and Donations Management Support Annex, National Response Framework (NRF)