

# After-Action Report

## Fourth of July Fireworks



Cupertino  
ARES/RACES

### 1. Overview

**Description:** July 4<sup>th</sup> Fireworks  
**Event Date:** 4-July-2004  
**Report Date:** 18-July-2004  
**CARES Event:** CUP-04-07T  
**RACES Event:** CUP-04-07T  
**Control:** Cupertino ARES  
**Report Revision:** 1.3  
**Submitted By:** Jim Oberhofer/CARES, Ken Foot/CARES, Leslie Martin/CERT

### Requirements for Reporting

Completing an After Action Report is part of the required SEMS reporting process. The Emergency Services Act, Section 8607 (f) mandates that the Office of Emergency Services (OES) in cooperation with involved state and local agencies complete an After Action Report within 120 days after each declared disaster. Section 2450 (a) of the SEMS Regulations states that, "Any city, city and county, or county declaring a local emergency for which the governor proclaims a state of emergency, and any state agency responding to that emergency shall complete and transmit an after action report to OES within ninety (90) days of the close of the incident period as specified in the California Code of Regulations, section 2900(j)."

Additionally, CARES will use the After Action Report format for documenting training drills and exercises.

### i. Introduction and Background

At the request of the City of Cupertino (City), the Cupertino Amateur Radio Emergency Service (CARES) and Cupertino's Community Emergency Response Team (CERT) were requested to activate to support the City and the Santa Clara County Sheriff's Office (SO) with communications, logistics, and first aid services during the 2004 Cupertino Fourth of July Fireworks event.

On 4-July, the City initiated a RACES Training Activation under the designation CUP-04-07T.

This report covers the activities undertaken by responding volunteers in support of this event.

### ii. Type/location of Event / Drill / Exercise

**Event Type:** RACES Training Activation  
**Event Identifier:** CUP-04-07T  
**Event Name:** Cupertino 4<sup>th</sup> of July Fireworks  
**Location:** City of Cupertino

**iii. Description of Event / Drill / Exercise**

The City of Cupertino sponsored a 4th of July Fireworks display for city residents. The fireworks were to be launched from Cupertino High School with viewing locations at Creekside Park, Hyde Middle School, and Sedgwick Elementary School.

To maintain the security of the launch site, and ensure the safety of the public at large, closures were required at several streets around the Cupertino HS campus, as well as the campus itself. Streets impacted by the closures were:

1. Finch Avenue between Stevens Creek Blvd and Valco Parkway
2. Finch Avenue between Stevens Creek Blvd and Phil Lane
3. Tilson Avenue between Tauntau Avenue and Finch Avenue
4. Phil Lane between Tantau Avenue and Miller Road
5. Calle de Barcelona between Finch and Miller Road

Cupertino Department of Parks and Recreations held several planning sessions from April through July. During these sessions, the overall event plan was refined and approved.

Because of the staffing levels required and the intent to use volunteers for specific field positions, on June 14, 2004, a request for Mutual Aid was submitted to Santa Clara County OES for RACES Amateur Radio Operators to supplement the CARES volunteer pool. Additionally, City CERT coordinators contacted neighboring cities who maintain active CERT membership to solicit volunteers to fill First Aid and field team positions.

Event resources were provided from the following organizations:

1. Cupertino Department of Parks and Recreations, 50 full-time and seasonal staff.  
Responsible for overall event control and coordination, venue setups, and perimeter staffing.
2. Santa Clara County Sheriffs Office (SO), 20 shift and SO Volunteers.  
Responsible for overall event security and general law enforcement.
3. CARES and County Communications Mutual Aid Responders (MARs).  
Responsible for maintaining communications with all volunteer security teams, viewing locations, and first aid teams. Twenty-six amateur radio operators responded from the following cities of record:

Cupertino	14
Campbell	1
Los Gatos	1
Mountain View	1
Palo Alto	1
San Jose	6
Sunnyvale	2

4. Cupertino CERT and other organizations  
Responsible for providing first aid services and participating on security teams. Twenty-three volunteers respond to Cupertino High School for this event, including:

Cupertino	11
SO Volunteers	4
Campbell	3
Saratoga	1
Local Scouts	4

**iv. Chronological Summary of Event / Drill / Exercise**

All events took place on Sunday, 4-Jul-04. All times listed are in local time.

<b>Time</b>	<b>Description, Note, Comment</b>
1600	Cupertino HS. Ken KR6CO, CARES AEC and CARES Event Operations Lead, arrives and sets up the volunteer reception area at the Event Command Post outside of the CHS Field House.
1615	First volunteers arrive. The sign-in process consisted of the following: <ul style="list-style-type: none"> <li>▪ Check in List (ICS-211B); all responders were required to sign in.</li> <li>▪ T-CARD (volunteer tracking); all responders were required to fill out one card.</li> <li>▪ Positive Identification of volunteer capabilities, specifically Communications and First Aid.</li> <li>▪ SCC OES DSW Registration form (SCCOES DSW-F2); all Mutual Aid Responders and residents without a DSW card were required to sign in.</li> <li>▪ Event information package; all responders were issued one.</li> <li>▪ Event Identification Card; all responders were issued one.</li> <li>▪ Parking pass; all responders with cars were issued one.</li> </ul>
1715	Sign-in's complete. Began final event briefing. Ken led this briefing that included a final orientation of the volunteer deployment sites (Valco, Cupertino HS, Creekside Park, Hyde Middle School, and Sedgwick Elementary School. All questions were answered as best possible.
1730	End of the briefing. All Mutual Aid Responders were requested to recite the oath of allegiance for DSW Certification. Completed without comment.
1735	Begin making assignments. All field positions were previously identified by location, staffing level, and tactical call sign. Assignments were made based on the capabilities that each volunteer had. Because minors were signed up, 2-person teams were assembled to ensure there was always adult supervision for any minors. <p>Prior to any radio operator leaving the command post for his/her assignment, positive radio checks were made with each operator. There were some radios not correctly set up on channel that required re-work. 100% positive radio checks were completed.</p>
1750	All off-campus and most on-campus assignments were made.
1755	First Field Team reported on station, Post 4.
1800	All remaining assignments were made. <p>SO begins its final briefing for the SO staff.</p>
1810	CARES initiates Open Net procedures on 147.105+ PL=77.0
1830	Last Field Team reported on station. All First Aid stations are staffed and ready. <p>In general, the following occurred during the next 4-1/2 hours.</p> <ul style="list-style-type: none"> <li>▪ Radio Health and Welfare checks, occurred about every 30 minutes</li> <li>▪ Began resource rotations. One operator was held back as the first shift change. Limited shift changes were made on the Cupertino HS campus. No shift changes were scheduled for field teams at Valco or the viewing locations.</li> <li>▪ NCS Operator changes.</li> <li>▪ CERT checked with people about their barbeque equipment, dogs, and bicycles.</li> </ul>
1930	Health and Welfare check: estimates of the crowd were also collected at the following viewing locations: Sedgwick: 225, Creekside: 90, Hyde: 65 <p>A report comes in that some participants appear to be parking in the Valco parking lot by Sears.</p>
~2000	At Creekside, CERT discovered a couple teenagers climb a stone pillar to gain access to the roof of the Recreation Room and were assisted back down to the ground. <p>Some field teams asked other teens to put out the illegal sparklers they had lit up.</p>
2025	Health and Welfare check: crowd estimates: Sedgwick: 400-450, Creekside: 600, Hyde: 300, Valco: ~40 cars. Receive reports from Valco Rover ? of cars parking along Valco Parkway. As long as they are legally parked, SO reports no issue with this.
2058	Crowds are congregating at the Bank parking lot, Finch Ave and Stevens Creek. Dispatch an

Time	Description, Note, Comment
	operator to staff Post 1.
2102	Post 1 on station.
2114	Health and Welfare check: crowd estimates: Post 1: 125, Post 2: 50, Post 4: 100, Post 5: 250. Creekside: 2000, Hyde: 600, Sedgwick: no estimate.
2120	Net control announces that there is approval to proceed with the 2130 launch.
2127	Post 1 reports 250 people in the bank parking lot along the North Fence of Cupertino HS.
2128	Two minute warning announced on the net.
2130	Fireworks begin.
2150	Fireworks end.  Receive a report from Creekside of a bicycle theft, with a resident (on a bike) in pursuit of a short person on the stolen bike. Relayed information to SO, apprehended the perpetrator on Miller Road.  CERT teams provided lighting by flashlights across the footbridge for people leaving Creekside where there was no other means of light.
2205	Begin receiving request to secure positions where field team assignments are clear. OPS approves.
2235	Last field assignment secured. CARES Net is secured.
2300	Secured from RACES Training Activation.
	Post-event participant headcount report (rough estimates): Creekside Park: 2000 Hyde Middle School: 800-1000 Sedgwick Elementary School: 1000-2000 CHS East Perimeter fence (various locations): 400+ CHS North Perimeter Fence (Bank parking lot): 250 Valco: Finch bet Stevens Creek and Valco Parkway: 150 Valco: Stevens Creek, N. Side (bet Finch and Finance Center): 500-1000 Calle de Barcelona closure: 50+

**v. Response at SEMS Levels (as appropriate):**

Include a summary, conclusions, the field response, and other local, operational area, regional, state or federal response.

Not appropriate for this event.

**vi. Interacting Systems, Agencies, and Programs:**

Include mutual aid systems (law enforcement, fire/rescue, medical, etc.); cooperating entities (utilities, American Red Cross, Sheriffs Office, City Departments, etc.); telecommunications and media interactions.

**County OES.** Marsha Hovey, Cupertino Director of OES, submitted a formal request for a county mutual aid to support the need for incremental communications staff.

This event afforded SCC OES with an opportunity to evaluate and refine its Mutual Aid Request and Response Process. Three possible activation approaches were reviewed:

1. SCC initiates a County RACES activation. Only SCC would need to initiate a RACES activation. However, all responders would need to have a DSW form on file with the County. It was subsequently determined that (i) the logistics to manage the paperwork would be unreasonable given the timeframe and type of event, and (ii) the event was not an emergency and therefore an inappropriate application of a County RACES Activation.
2. All involved cities (Cupertino plus responder cities) initiate their own local City RACES activation. This approach ensures DSW coverage from the time the responder departs from their home to the time of their return. However, given the nature of the event, it was determined inappropriate to require supporting cities to activate their RACES organizations.

3. Cupertino initiates a RACES Training Activation. This approach aligns with the non-emergency nature of the event. Mutual Aid Responders would sign up as Cupertino DSW workers for the period of the event. This approach ensures DSW coverage from the time the responder is sworn in at the event until the activation is declared over.

After discussions on the best way to proceed, Larry Carr (SCC Radio Officer, SCC District Emergency Coordinator) recommended that Cupertino initiate a RACES Training Activation. Cupertino agreed.

Larry notified all city ARES/RACES organizations within Santa Clara County of the request for resources. City EC/ROs polled their organizations and responded to Larry with volunteers. Larry subsequently forwarded 12 names to CARES.

On completion of the event, CARES notified SCC OES of the MARs resources who responded. Overall, the SCC Mutual Aid Request and Response Process worked satisfactorily.

**SCC Sheriffs Office.** Captain John Hirokawa/SCC Sheriffs Office operated as the event Incident Commander from the Command Center, located in the Cupertino HS Field House.

CARES established a communications center at the Field House. Information flow between the Command Center, Volunteer Field teams, SO, and P&R was smooth.

**Cupertino Parks and Recreation.** Interactions with P&R leadership and staff were very smooth. CARES was supplied with a P&R radio for use at the command post.

**CERT.** Four first aid stations were set up where CERT treated a total of four patients with band-aids. Light sticks were used for illumination. CERT also partnered with CARES members at all field assignments as rovers at the viewing locations.

**Communications Mutual Aid Responders.** Five city RACES organizations responded with a total of 12 volunteers to support the event. All Mutual Aid Responders demonstrated a high degree of professionalism, flexibility, and skill in their assignment.

**Communications Systems.** The K6FUZ amateur radio repeater (147.105+, PL=77.0) was the primary communications system that was used for all volunteer wide-area coverage. The CARES TAC-1 frequency was identified as the backup in the event of repeater failure.

Repeater coverage was satisfactory throughout the event for all staffed locations. Any transmission difficulties were attributed to the use of HTs positioned too close to the operator resulting in unintended power absorption. Positive radio checks were made prior to any field team moving out to their assignment.

FRS radios were used by CERT responders between First Aid stations and roving field teams. Recommended frequency assignments were listed in the Event Information Package. When required, First Aid Teams passed information to the Command Center by using FRS to relay information to a local Roving Team, who then used Amateur Radio to pass the traffic on to the Command Center.

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## **vii. Improvements, Conclusions, Recommendations:**

As applicable, include a description of actions taken, assignments, associated costs or budget, timetable for completion or correction, and follow-up responsibility.

The following is a summary of the key Improvements, Conclusions, and Recommendations. See Appendix A for additional comments, detailed feedback, and other suggestions.

**What worked?**Preparation

- Joint P&R/SO/CARES/CERT advanced planning
- On-site reviews prior to the event
- County Mutual Aid request and response process
- RACES Training Activation process

Execution

- Command Center structure ensured a common point for information gathering and dissemination
- K6FUZ repeater was reliable with good coverage
- Communications were clear and precise. All operators demonstrated high level of professionalism.
- Resource Tracking (T-Card) system
- Positive resource management, tracking, and accountability by Command Center and NCS.
- Excellent teamwork between volunteer organizations.
- Radio traffic relays by FRS radios to Amateur Radios to the command post -- forwarding messages back and forth proved efficient and timely

**What needs improvement?**Event Policy Management:

- Street closure barricade positions were the most contentious. There was inconsistent understanding or application of street closure policies among some event staff. Need to have a common understanding of the policy next time, or SO presence on all closures [5.9].
- Need a plan for “adaptive policy-making” and communicating policy changes.
- Clearer up-front understanding of operating conditions, constraints, and policies... i.e. closures, parking, access, etc.

Safety

- The unexpected formation of crowds along the Stevens Creek Blvd corridor and surrounding commercial parking lots could have resulted in traffic and pedestrian incidents. Need a plan to address next time.
- Positive equipment and clothing checks for all staff in the fall-out zone – some P&R staff did not have hard-hats. The fallout zone turned out to be larger than expected.
- Need training by SO for field assignments where there is an expectation to provide traffic control.
- Lighting was poor at critical locations including First Aid stations and the Creekside Park footbridge. Need to include lighting requirements in event planning sessions for future night events.
- Consider some means for making public announcements at viewing locations to help with any lost children, or other emergency situation if it arises.

Volunteer Resource Management and Procedures

- Need CARES procedures and staffing requirements for event initiation (command setup, sign-ins, assignments, equipment checks, etc.)
- Need to develop procedures for handling DSW minors (scouts, others), include what to do during stand-down and releasing custody back to legal guardians.
- Given the crowd size, review staffing levels at all school venues. Possibly could have used more teams given certain building configurations and associated risks.

Miscellaneous

- There were not enough bathrooms/porta-potties to accommodate the crowd at Creekside resulting in waits and long distances to walk for elderly participants (reported).
- Consider reducing or eliminating low-level pyrotechnics. They were hardly visible at some viewing locations.

**Recommendation**

The attempt to put road blocks around residences is, and always will be, fraught with difficulty. As more people get invited into the cordoned area by residents, the more the inside of the cordon becomes just what we did not want. The requirements to maintain public safety in the cordoned area while still promoting neighborhood gatherings are mutually exclusive.

Additionally, the fallout zone was wider than anticipated and remains a safety hazard. This year, the weather cooperated with the lucky coincidence of little or no wind. Safety for staff and residents should not be compromised.

Therefore, CARES and CERT recommends that future 4th of July events be moved back to De Anza Collage, or some other single venue that is also an open public site.

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**viii. Training Needs**

1. Mutual Aid Process is currently under refinement by SCC RACES. Recommend some table-top exercises to fully acclimate RACES members to these procedures.
2. Record-keeping. Need to provide training on the use of the ICS214 form for event tracking.
3. Traffic control. For events requiring responders to direct traffic, need to have prior traffic control instruction prior to the event.

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**ix. Recovery Activities (as applicable)**

Recovery Activities were limited to command center shutdown.

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**x. References: Maps, charts, training materials, etc.**

The following material was developed and provided as part of the Volunteer Handout Package:

- Event schedule
- ICS-205 Incident Radio Communications Plan
- ICS-214 Unit Logs
- Aerial Maps of all sites
- Phonetic Alphabet
- The list of tactical call signs

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**Appendix A – Feedback Comments**

The following detailed feedback was received from CERT, CARES, and RACES Mutual Aid responders. Eighteen volunteers responded. The comments align with the following 8 topics:

1. Overall Event execution (how you think the City did)
2. RACES Event execution (how you think RACES all did)
3. Resources and Logistics
4. Radio operations
5. Interactions with any Cupertino City Staff (i.e.: Parks & Rec or other)
6. Interactions with the members of the Sheriffs Office
7. Interactions with the public
8. Other areas or comments?

**1. Overall Event execution (how you think the City did)**

[6] Overall - Good event. Didn't hear / see anything that was "a surprise". Traffic sounded like I expected based on Ken's briefings ... Maybe (if possible) have more bicycle (skate board) units for relief / quick response around school.

[7]Very good

[8]I think the event went incredibly well with no major incidents reported.

[10]Everyone seemed to know their jobs and the event (from my observations) went off without a hitch.

[11]I think the City did a great job. We had a music band, Parks & Rec folks were entertaining kids, etc.

[12]The city did an excellent job. Parks and Rec supplied live music, face painting and games for the kids. There were more than enough volunteers from P&R, CERT and CARES. The public at Hyde was orderly and non-littering. Probably had over 1000 people attending.

[13]Overall excellent, especially given no past history of having this event at these venues, right in the middle of residential neighborhoods.

[14]I thought the overall event went quite well. I had a limited view by being only at the High School. It seems the city had adequate resources and handled the few problems that arose. Fireworks went off right on time.

[15]City did a good job with planning and execution. Well thought out in terms of street closures, and traffic controls. The unexpected formation of crowds along Stevens Creek could have been a traffic and pedestrian hazard.

**2. RACES Event execution (how you think we all did)**

[7]Outstanding - Planning paid off.

[8]Worked –

- Organization and planning were great (acknowledging the huge amount of time and effort to make it that successful).
- The exercise of thinking about what bad things could happen was an excellent input to get people thinking along those lines and what would be the response/reaction of CARES members.
- The pre-event tour definitely helped. Cost was in time but getting a good view of where I could possibly be gave a better sense of the lay of the land. I think that it would have been more difficult on the day of the event, especially if there were a shorter time between check-in and event start.



- T-cards worked well. The tactical call signs and listings make it easy to figure out location and who is there. I know it would have been MUCH more difficult to do the racking without having the T-cards.

[8]Next Time –

- More specifics on the fringe areas- e.g. parking on North side of Vallco Parkway was okay. NCS thought that there was no parking along Vallco at all and gave wrong info to Vallco Rover 1/2/3.
- Vallco area seemed to be the ones with the most questions of where they should be, although they figured it out themselves.
- State clearly that once the event has started there won't be any last minute/late swearing in for volunteers. You are either in ahead of time or not, and the effort to treat single cases requires too much time and effort. Of course, the skill set of the volunteer may make a difference- I would not likely refuse the help of a medical physician assuming he can prove who he/she is.

[9]I thought we did really well, but I wasn't able to have much perspective on it.

[10]Although our instructions were a bit confusing regarding the location and tactical call we had plenty of time to work out minor bugs.

[11]I thought it was excellent. With all the arrangement and good preparations, communication was all clear and there was very little confusion in execution.

[12]Organization and staffing was great. Sounded like we had enough people at all locations and rotation worked out well.

[13]Excellent. And I really enjoyed the fireworks. Thanks for designing and pulling off a very worthwhile and realistic training experience.

[14]We did good. My sense is that the SO and city were pleased with our efforts. We had adequate resources, in the right places.

### 3. Resources and Logistics

[3]The one thing I can say was a semi-serious issue was the failure to communicate the final direction of the pyrotechnics. While at post two near the south fence, I realized that cinders and debris were falling within 10 yards of the fence and my position. I consider this a problem because of the proximity to houses across Tilson and the residents occupying the driveways. Also, my Parks and Rec. buddy (who did not even have a Hard-hat) and I were provided no extra protection against the now possible burn hazard.

[4]I was partnered with a scout named Roland. This was fine with me but two considerations are suggested. Roland was a minor and I was a bit concerned about command/operations acknowledging his stand down. I had to call in twice to confirm that operations understood I was releasing him to the custody of his mother. Perhaps there should be a procedure for minors?

[4]My assignment was the sunken parking lot. I observed various CERT and/or parks/rec people attempting to direct traffic immediately before the fireworks and also after. They meant well but were not trained. This was dangerous for them and only some had reflective vests. A sheriff deputy showed up at the end and gave them training and things went better/safer. Thought should be given to traffic control responsibilities. Too dangerous for a novice.

[5]...it was great to see how you handled staffing using the T-card system; & from what I could tell, it looked like the color-coded dots (an inspired idea I just might steal!) seemed to be very useful to you in your decision-making!

[7]At Sedgwick we could have used a couple more hams. We had the field and people were all the way around the buildings and in the closed off streets.

[8]Worked -

- Event ID was good. The numbers on the back were helpful know that they were there.
- Event packages were complete and gave good perspective of relative locations of all venues, street closures.

[9]Task assignment took a long time. As a suggestion, this could have been going on while the briefing was going on so when the briefing was done all the assignments were ready to hand out (or at least the key ones).

[11]I thought it was well done.

[12]Unlike at De Anza, crowd dispersal was very quick [at Hyde]. It probably took less than 10 minutes for the field to clear.

[12]If they hold the display at CH again next year, they should reduce the number of low pyrotechnics. They are barely visible from the more distant venues.

[13]The only thing I could think of to question is: why not have us fill out the T-cards in advance (after all, many of us were there on Thursday night) and have all or most of the task assignments done in advance. Seems like this would have been easier for the IC (less to do at event time) and I would have known better what to wear and bring. I was hoping to be closer to the fireworks at the HS so I wore long pants, boots and hard hat. None of this was needed at Sedgewick. Later, it dawned on me that maybe you guys did this on purpose to more closely simulate a real emergency activation in which we would have to be prepared for a variety of situations and only find out at the last minute where the assignment is. From this perspective, the process of deciding assignments seems very reasonable.

[13]In general, I think the attempt to put road blocks around residences is fraught with difficulty. And as more people get invited into the cordoned area by residents, the more the inside of the cordon becomes just what you didn't want. I'm suggesting that, long-term, it would be better to move the event back to De Anza, or some other completely public space.

[14]OK, now here is where I would make some changes. I felt completely overwhelmed from about 4:30 until 6:00. Next time we do one of these things I would make some assignments ahead of time, not for the event, but for the check-in/briefing period. The assignments I think I would make would be:

- Staging officer - someone to oversee the sign in process, probably supported by a couple of people to monitor the actual paperwork.
- Logistics officer - Oversee setup of command post and monitor equipment sign-out
- Facilities unit leader - Responsible for setting up command post
- Supply unit leader - Responsible for equipment sign out.

[15]Information packages were excellent with the right level of content. General comments I heard from many Communications and CERT responders were that the RACES planning and preparation was terrific.

[16]Next time I'd like the station assignments in advance. While the cards (T-Cards?) worked very well (and would be a valuable necessity for I.C. during a disaster), we ran over our estimated briefing time, and the roads were already blocked by the time several volunteers (including myself) tried to drive to their post assignments. Since I was delivering supplies to the three first aid stations, the street blockades were a pain. Having post assignments in advance for staged events also greatly helps to alleviate the intimidation factor for volunteers who have not worked prior events and decreases the preparation phone calls/email of volunteers calling for last minute info on their duties.

[16]Driving instructions should have been included in the briefing packet. Instead, we wound up having to give them verbally on a one-person-at-a-time basis. Also, it would have been helpful to have group communication instructions/tests at the briefing.

[16]Contrary to what we heard at the city staff briefing, the security people who worked Finch Avenue refused to move barricades and had no communication means of contacting the command post to get authorization to move barricades for our first aid supplies/people when we were reporting to posts.

[16]There were not enough bathrooms/porta-potties to accommodate the crowd at Creekside. One of the bathrooms rapidly backed up, and the lines for all were extremely long. And they should be set at opposite sides of the park -- I understand one elderly man endured quite a difficult journey to access one porta-potty.

[16]At Creekside, we did not have the means to make a public announcement, as in the case of a lost child/parent (who eventually found each other none-the-less).

[16]I had asked Parks & Rec about night-lighting for the first aid booths a couple weeks prior to the event. Parks & Rec said it was a good question and do their best to reposition booths near existing building's outdoor lighting -- but I agree that it wasn't at all effective (especially at Hyde where they stuck the first aid station in the dugout) and we need some method of portable night lighting.

[18]3. Overall it went well. For next time, I think there should be some system to make announcements, especially if there are missing persons, so that they can come to a predetermined place. I came across a couple of kids who were looking for their parents. Finally they did find them.

[18]4. There should be more portable toilets, and one of it should be at the other end of the park, as a elderly gentleman took quite some time and effort walking with the help of his daughter all the way to the toilet.

#### **4. Radio operations**

[4]Radio ops seemed to be OK but the multiple reuse of the tactical call "Rover" was confusing. There were instances of "Rover n" checking in for "Rover m" by misunderstanding.

[5]I also wanted to point out how well I though this event went from a strictly communications point-of-view. I felt Net Control did an excellent job of handling of a wide range of situations, & deserved a round of applause!! I know that it's actually a very difficult, detail-oriented, quick-thinking-needed kind of job; & I thought it was very well done! ... I also got the feeling that Net Control was keeping close tabs on ALL of us, actively monitoring to make sure we were doing o.k.; at no time did I get the sense that any us out in the field felt like we were being ignored, had been abandoned, or were just left for dead ... A lot of words come to mind about how Sunday night's communications went, including (but not limited to): clear, succinct, professional, knowledgeable, patient, flexible, well-informed, responsive, on-top-of-things, & etc.

[7]Sounded good to me

[8]Next time -

- insure each ham knows tactical call sign. This would save time from having to call them by call sign especially when they are relieved or replaced.
- Radio check - ask for volunteers to help set HTs to frequencies used for event. Do that before doing radio check. During radio check, have each person state their assignment and NCS acknowledge (as a cross-check).
- Have written script for identifying event and type of net, acknowledge repeater owner if appropriate. (I think that it was in one of the emails, but I lost most of those with some mail problems. I would be glad to write up the boilerplate for those).
- Have written plan on order to release locations at end of event. Maybe mark on T-card how they want to be released as part of one of the roll calls.

[9]I thought the repeater was very full, but I missed most of the content of the communications. I was too busy.

[10]Communications went smoothly after the c=question of tactical call was resolved.

[11]I think it went very well.

[12]Radio operation was very orderly. Everyone seemed to have a good idea of how to handle communications protocol. I only monitored 147.105 so I don't know what went on 147.57.

[13]The repeater worked well and net controls were always prompt. I think it was a good idea to have the occasional roll call check-ins.

[14]In general went ok. Should have been clear at the beginning that you [KN6PE] were ops, I [KR6CO] was command, and we would staff net control as soon as CP was set up. Need to make clear over the air when net control was activated.

[15]Very good. Good use of tactical call signs, good command and control considering the open net nature under which we were working. I observed excellent operator skills by all; very professional.

[16]... the event seemed to flow fluidly. I was impressed that even though we at First Aid did not have direct connection through our FRS radios to the command post, calling our roving CARES teams and forwarding messages back and forth proved efficient and timely.

##### **5. Interactions with any Cupertino City Staff (ie: Parks & Rec or other)**

[7]very good - Saw Dave N. a couple times, Dolly Sandoval and heard that Sandra James were at Sedgwick.

[8]I did not hear much of any communication between CARES members and city staff. I heard CARES members mention them, but did not hear of any direct communication with staff.

Next Time- I think contacting the city staff then reporting to net control that they did so helps establish the communications links.

[9]As I remember, we were given instructions from the SO that no resident was allowed in or out of the cordoned area between 18:00 and 22:30. But the Parks & Rec people were given instructions that any resident could go in or out if they could prove they lived there.

These instructions also seem to have gotten to a lot of residents; there were a \*lot\* of friends of residents who were told by residents to "come on over". This puts a \*lot\* of stress on the barricade folks (me) since we didn't have an SO to fall back on. We ended up compromising and when friends-of-the-residents came we would have them call the residents and ask them to come out into the street and wave to us (or walk down and get them) and we would let the friends go on in. But this was not good as far as I was concerned since everyone else standing around could see what was happening.

A number of residents went to another barricade where the Parks & Rec folks there would tell them to come to our gate and that we would let them through. That pissed me off. But there was also big misunderstanding by some spectators of the definition of "resident"; i.e. resident of Cupertino or a resident of the cordoned area?

One really angry guy with a cell phone stuck in his ear walked right by us and refused to stop, would only yell at us and kept going. It was halfway through the fireworks so we let him go.

Barcelona at Miller was a very key location because it was across the street from the walk-in Creekside park entrance and we only had me and 1 Parks & Rec guy. It was noisy and very busy stopping people and I think I missed most of the radio calls addressed to me.

[10]Interaction was cordial and effective

[11]I didn't have much except some casual conversation.

[12]We were all situated within close proximity so our interaction was ongoing.

[13]At Sedgwick, they were very professional and dedicated to entertaining the kids and overall management of the venue. All my interactions with them were positive.

[14]I did not interact with P&R all that much during the event. Don was very easy to work with during the planning phases.

[15]Good. Some P&R employees were on street closures by themselves. In some cases, they had to defer to the SO for dispositioning a pedestrian who wanted to cross barricade lines. It was unclear if P&R employees felt empowered to say no.

## **6. Interactions with the members of the Sheriffs Office**

[6]Question about vendor selling (?) light sticks etc needs to be addressed for next event.

[7]very good

[8]Worked - The Communications being together was a definite plus. The bike incident at Creekside is the best example of quick communication. I heard other examples of CARES member reporting SO help needed (e.g. bank parking lot) and that they were there or on the way.

[9]Very good.

[12]Talked with Sheriff Personnel, both Motorcycle and Bicycle, on a couple of occasions. No trouble, just social.

[13]They were quick to arrive, courteous and helpful.

[14]All positive interactions with SO. The incident with the bicycle theft showed we had a good working relationship.

[15]Very good. SO was cordial and efficient. Passed informational traffic from our net to them at my post.

[18]2. CERT, RACES, and Sheriff's Dept. volunteers helped people cross the footbridge leading out of the park. Some people were very appreciative of the effort, as the only light there was from our torchlights.

## **7. Interactions with the public - very good - was asked lots of questions**

[6]not much with public.

[7]very good - was asked lots of questions - When do they start was asked most often.

[9]Mostly good, but some big frustrations due to the difference in instructions. A few real bitchy residents.

[10]Mostly friendly -- a couple of people wanted to view the fireworks from the Financial Center parking lot but firm resolve on my part let them know that they were not going to let them stay there

[11]People were a bit curious about what we were doing, but it was fun.

[12]Had many questions from the public about parking, where do we sit, etc. Many just needed assurances that they were doing the right thing.

[13]Mostly positive. I was surprised to see some who brought their own fireworks along with them.

[15]good. Most individuals attempting to gain access to CHS apparently had no idea that it was a closed site and planned to set up on the field to watch the Fireworks. All individuals were polite, none were belligerent. One Church on Finch apparently had planned a party on their lawn, but they either did not notify their members of the street closure rules, or their members felt it didn't apply to them. SO resolved amicably and let them pass.

#### **8. Other areas or comments?**

[1]From my little piece of the action, it seemed to go well. The nearer to 2100, the more intense became the situation on Tantau. The deputy, the parks & rec guy and me were humpin' to turn back the tide ... Congrats to Cupertino hams for a fine job. My old daddy was one for tongue-in-check homilies - he'd say "in spite of everything we tried, it worked" ... Enjoyed working for Cupertino.

[7]The trash cans looked like recycle cans and people didn't know what to do with there trash. The First aid station should have a light for after dark operation/location.

[8]CERT... Worked

- Although I didn't use it, the explanation and details of protocols for CERT were specific and clear on what and how to do it.

[9]In ICS the Incident Commander runs the show and has final authority and responsibility, and Parks & Rec should fall in line \*behind\* them and not make up their own contradictory rules. I think this went beyond just a miscommunication.

[16]For a first effort at new venues, and using CARES/CERT under a single command, I thought it went extremely well.

[17]I was there helping on the elementary school from 5 to 10.30 it was really beautiful. I would like to be informed for all, my daughter is interesting in be a CERT member can you tell me about the trainer soon, thanks.

[18]1. Regarding the bike incident, it was not really stolen. A couple of kids seem to have conspired to play a prank on Adam. One reported it missing or stolen, while the other kid rode it in front of Adam just minutes later. This happened twice, and he nabbed him the second time, made a citizen's arrest and took him to the deputies. The deputy decided to cite the other kid for making a false report of stealing.

[19]Leslie and the whole crew, thank you so much for all of your help! It was a great event ~ amazing that it went so smoothly for the first time at that location. So thank you for your help! We really could not have done it without you, especially me at the Valco Parking lot! So thanks!

**End of Report.**