# After Action Report
# *Quake 95014* – Citywide Earthquake Drill



## Cupertino
### ARES/RACES

## 1. Overview

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| **Description:** | October 2011 Citywide Earthquake Drill |
| **Event Date:** | 21 - 22 October 2011 |
| **Report Date:** | 24 October 2011 |
| **CARES Event:** | CUP-11-41T |
| **RACES Event:** | CUP-11-41T |
| **Control:** | Cupertino ARES/RACES |
| **Report Revision:** | 1.1, **FINAL** |
| **Submitted by:** | Jim Oberhofer KN6PE |

### 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)."

CARES will follow this requirement for reporting the results and recommendations for this Training Event.

### i. Introduction and Background

Terms

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| ARK: | Fixed position shipping containers strategically placed throughout the City by Cupertino OES that contain emergency supplies for the purpose of supporting community-based search and rescue, and first aid. |
| CARES: | Cupertino Amateur Radio Emergency Service, ARES/RACES organization supporting the City of Cupertino. |
| CERT: | Community Emergency Response Teams |
| MRC: | Medical Reserves Corp |
| NCO: | Net Control Operator, may be indicated by M-NCO (Message Net) or R-NCO (Resource Net) |
| PSA | Preliminary Safety Assessment; a snapshot assessment for the EOC Staff of the immediate vicinity where CARES members were at the start of the drill. |
| RRO: | Radio Room Operator |

### Introduction

The City of Cupertino believes that testing community emergency response plans and ongoing community disaster preparedness training are essential to a successful disaster response. Annual citywide exercises have been conducted

each fall since 2009. The exercise planning and pre-exercise training program creates exciting and rewarding experiences for all participants.

The purpose of this exercise was to test earthquake response procedures. The expected outcome was to identify additional training, planning and supply needs and develop a stronger community based response support network. The CARES response included a full field communications deployment to test updated processes and equipment specific to the CARES mission.

The City of Cupertino authorized the drill with training activation number CUP-11-41T. This report covers the activities undertaken by responding CARES members and the findings from that drill. This report will also be used as input into a broader A citywide activation report to be compiled by Cupertino OES.

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

Event Type:        City of Cupertino, City Volunteer Training Activation
Event Identifier: CUP-11-41T
Event Name:      *Quake 95014*
Location:          City of Cupertino

## iii. Description of Event / Drill / Exercise

The citywide objectives of the drill were:
1. Actively educate the community about storing, purifying and accessing water after an earthquake, pet preparedness and utility control.
2. Encourage businesses, churches and service clubs to identify specific earthquake response roles and practice them during the exercise.
3. Activate the City Emergency Operations Center with City staff to track the progress of the exercise and provide support, as requested.
4. Engage the Community Emergency Response Team, Medical Reserve Corps and Cupertino Amateur Radio Emergency Service in realistic earthquake response scenarios to test procedures and guidelines.
5. Encourage neighborhoods to help each other learn to be self-sufficient during earthquakes.

The following CARES-specific objectives were developed for this exercise:
1. Exercise CARES response procedures -- message handling, net control, resource planning
2. Deploy packet to the Arks
3. Test the Field Communications Handbook

Event resources came from the following organizations:
1. Cupertino ARES/RACES: Responsible for staffing the City's EOC radio room, resource net control position, message net control position, and field communications resources. Seventeen (17) CARES members participated on Friday and 17 participated on Saturday.

2. CERT: Responsible opening the Arks where needed to support the communications function, and staffing the Citizen Corp Liaison position in the EOC.

3. City Staff: Responsible for staffing the City of Cupertino EOC.

The exercise scenario was a 7.5 earthquake on the Hayward fault; the extent of damage to property and infrastructure was significant. Reports of actual damage and decisions on how to respond were determined by the responders. All 6 of the city's Ark sites were opened, 3 each day.

Once the drill was initiated, CARES, did the following:
1. established the Emergency Net for initial drill check-ins.
2. Member check-ins. CARES members were checked into the CARES Emergency Net on TAC-1. The frequency guard was set.
3. PSA. CARES members were asked to perform the Preliminary Safety Assessment as they really intend to.
4. Dispatch communications staff to the EOC,. Once staffed, PSA reports were received.
5. Field Response. CARES members were polled for their availability for a field deployment. Field activities were limited to Ark operations and a CARES citywide rover.
6. Message passing. Drill scenario sheets were delivered to all open Ark Sites that provided simulated observations or messages to be passed. Both Voice and Packet messages were exchanged between the EOC and the Ark Sites.
7. Shift Changes. Field Teams were asked to perform field changes at the end of their shift.

**Performance against Objectives:**

1. Exercise CARES response procedures (message handling, net control, resource planning)
Results: **SATISFACTORY**. Voice message handling was assessed to be good. Field responders followed standard message passing protocol and passed message sufficiently to ensure they were delivered efficiently. See the next objective of packet operations.

Because of the size of the CARES response and deployment on both days, the resource and message nets were operated as a single net. Message net procedures worked well. Work is still required to develop the resource management procedures.

2. Deploy packet to the Arks
Results: **SATISFACTORY**. This was the second formal field deployment of packet messaging and the first using the City-funded packet equipment. Overall feedback was that packet operations were smooth and the field systems essentially worked as expected. A few problems were reported primarily around BBS addressing.

CARES engaged CERT members as packet operators with CARES members as control operators. This strategy (CERT as operators / Hams as control operators) will be further developed as a means for off-setting possible communications resource constraints that may occur during a real event.

3. Test the Field Communications Handbook
Results: **Inconclusive**. The CARES Field Communications Handbook was revised and included all current operating procedures that we will use. The extent of the handbook's use as a field quick reference needs further evaluation to assess whether it improved the overall performance of the field responders.

The drill ran for 14 hours, 7 hours each day. A debrief was held afterwards with all participating members.

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

Cupertino Citizen Corp previously received permission from Cupertino OES to run this drill under activation number CUP-11-41T. All events took place on Friday 21-October and Saturday, 22-October 2011. All times listed here are in local time. The following is a very high level summary.

Friday, 21-October

| Time | Description, Note, Comment |
|------|----------------------------|
| 1000 | Activated the Emergency Net. Bill KD6TQJ opened the net and became Net Control Operator operating from home. Allan KD6QPP assumed the position of Shift supervisor. |
| 1015 | Check-ins were completed, and NCS directed all members to perform the PSA. Shift supervisor directed assigned individuals to proceed to the EOC to staff the radio room |
| 1030 | Radio Room is staffed; NCS is transferred to the EOC Radio Room. |
| 1045 | Field Assignments are made for the 1st shift; responders are enroute to their assignments. |
| 1400 | First shift is relieved. Second shift is in place. |
| 1630 | Ark sites begin to shut down. CARES returns to the EOC for a Debrief. |
| 1700 | Secured the Emergency Net. Begin the debrief. |

Saturday, 22-October

| Time | Description, Note, Comment |
|------|----------------------------|
| 1000 | Activated the Emergency Net. Jim KN6PE opened the net and became Net Control Operator operating from home. Allan KD6QPP assumed the position of Shift supervisor. NCO posted the frequency guard. |
| 1015 | Check-ins were completed, and NCS directed all members to perform the PSA. Shift supervisor directed assigned individuals to proceed to the EOC to staff the radio room |
|      | Radio Room is staffed; PSA traffic was passed to the EOC. |
|      | Field Assignments are made for the 1st shift; responders are enroute to their assignments. |
|      | NCS is transferred from KN6PE to the EOC Radio Room, KD6TQJ. |
| 1400 | First shift is relieved. Second shift is in place. |
| 1630 | Ark sites begin to shut down. CARES returns to the EOC for a Debrief. |
| 1700 | Secured the Emergency Net. Begin the debrief. |

### v. Response at SEMS Levels (as appropriate):
Include a summary, conclusions, the field response, and other local, operational area, regional, state or federal response.

On Saturday 22-October, Santa Clara County RACES activated for its quarterly communications drill. Tests of different radio systems (RACES message net, RACES 440 command net, County-wide packet, City Net Radio systems) were made satisfactorily.

An EOC Radio Room problem resulted in the loss of one radio position. To cover the City radio activities and the County nets, a remote station was assigned to the County net to monitor and handle message traffic with County RACES. While not optimal, interaction with County was confirmed operational.

### vi. Interacting Systems, Agencies, and Programs:
Include mutual aid systems (law enforcement, fire/rescue, medical, etc.); cooperating entities (utilities, American Red Cross, Sheriff's Office, City Departments, etc.); telecommunications and media interactions.

**Cupertino Emergency Operations Center**
Ken Erickson, Cupertino CERT Coordinator, defined and established the role of *Citizen Corp Liaison* (CC Liaison) that reports into the EOC Operations Section. All interactions with the EOC staff were made through the individual assigned to this position.

The CC Liaison worked well in terms of providing sufficient interpretation of Citizen Corp field reports for the EOC staff, essentially turning data into useful information. Feedback was provided to the Arks with respect to actions taken by the EOC (mainly through dispatching fire and sheriff). The CC Liaison also explained to the EOC staff how to maximize efficiency when communicating via CARES (e.g. to the County EOC).

**CERT and MRC**
Both organizations were activated for this drill to staff the City's Arks. CERT members assumed ICS positions and managed a volunteer response into the surrounding areas. As per the plan, CARES was assigned to the Planning and Intel section and provided the communication link with the City EOC.

**Communications Systems**
The CARES TAC-1 frequency was used as the Resource and Message Net. Unlike past events, there was no interference from County Fire on CARES TAC-1 (caused by the Cupertino AM Radio Station's 4th harmonic (1.670 MHz x 4 = 6.68 MHz) mixing with County Fire Command 1 (154.250 MHz minus 6.68 MHz = 147.570 MHz), which is exactly CARES TAC 1).

Radio Room: Radio Position #1 failed due to a power supply issue. This problem was reported during the May 2011 Field Deployment Drill and exhibited the same symptoms again: the radio continued to reset itself whenever it was put in transmit at medium or high power. Communications with the field was shifted to Radio Position #2. It is

suspected that the cause of this problem is with the backup batteries used in conjunction with the radio's power supply.

CARES used the County Packet Bulletin Board System for intra-city packet message handling. The system worked well for the city. The City Drill overlapped with a County RACES drill on Saturday (1400 to 1600 local time). Even though additional county packet stations came on line; CARES messages continued to pass without issue.

This was the first deployment of the Packet Radio hardware. As stated above, overall feedback was that packet operations were smooth and the field systems essentially worked as expected.

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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.

**Observations**
- The role of Citizen Corp Liaison holds much promise in providing an effective interface between the City's volunteers in the field and the EOC.
- This drill is close to what we could actually experience when we have an event.
- Staffing constraints on Friday (a work day for most people) could be representative of what we may experience during the initial hours of a real event.

**What worked?**
- Packet Operations went very smooth.
- Net Control and Net Management was executed very well and were responsive.
- The station relay process worked well when invoked for an outlier station.
- Checkout of the packet kits prior to the drill.
- We completed net operations – message and resource – with only one net due to a small number of field stations deployed.

**What didn't work / needs improvement?**
- Shift changes could be shorter and more efficient.
- Packet message management in the EOC could use a full-time person.
- Resource management processes (tracking and assignment) is not well defined.
- The radio in Operating Position #1 failed. The power subsystem needs to be reviewed.

**Recommendation**
Resource Management
It was clear that we did not have enough staff on Friday, and can anticipate this situation during the opening hours of a real event.

1. Need to review, refine, and commit to the CARES Deployment Matrix.
2. Develop and test the procedures for planning future shift coverage.
3. Refine procedures for resource/assignment tracking and shift scheduling.

Packet Operations
CARES' second packet deployment met expectations for operating packet in the field. The following recommendations are made:

4. Complete the City Packet kit build-out (cases, PCs, printers, power strips, ambient light screens, operating procedures, supplies, etc.)
5. Consider the need for a Packet Operator at the EOC to receive, process, and send messages.
6. Work with CERT to identify what messages are best to go by packet, and then develop the tools and forms for collecting and sending this information.
7. Look for opportunities to train CERT members as packet operators.

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


End of Report.

**Feedback:**
The following is the raw feedback received from the participants on the drill.

### 1.1 Overall Event execution (how did we do?)

[1] Over event was well organized and I thought went very well

[2] I think there was a lack of "advertising" of the event. Banner on Stevens Creek; KLIV radio; Cupertino Courier? (not sure I saw it)

[3] Overall, the drill went in a very orderly fashion. All CARES responders knew what to do, and where assignment locations were. Packet operations seemed to go well with CARES staff manning the packet stations. PSA traffic went very well. Message handling is still short of being flawless. We could use some more training in priorities, message format, message transfer, and the "to and from" format. I believe drilling in communication discipline should be an ongoing activity.

[4] Ham Radio, Packet Operations went very smooth in Seven Springs. Radio transmissions were sent in the prescheduled intervals, very structured and clear. Packet radio computer software ran very smoothly. Thanks to the excellent Computer and radio operators. At Hyde Middle School ARK, ICS had packet and ham radio operators communicating hazards, safety assessment, and pertinent messages promptly to inform the EOC, Net Control, and the ARK IC. Overall performance very consistent, and timely.

[5] Overall, I think Saturday went well. I didn't participate on Friday other than to check in remotely so no significant comments there

[6] Saturday was interesting! I arrived at Hyde with all my VHF/packet gear expecting to take pictures for the Animal Emergency Preparedness role (not having been assigned to radio) only to find that the CERT members assigned to staff that ARK were new graduates with little to no experience. Oh, did I tell you that Marsha Harvey arrived by car to drop off some Exercise materials and open the ARK and she decided that since I had the most experience that I should assume the role of ARK Captain (Ark ICS?)! And to top it off, we had a troop of Boy Scouts milling about the front of the ARK wanting to know what they were supposed to do!

[6] It took about an hour 10-11AM to get things set up. The newbies got the tables out and set up and others set up the popups. Then the popups were moved over the tables at my direction (isn't it easier to set up the popups and THEN move the tables into position underneath?). Marsha helped me locate the ICS boxes and (most importantly to me, the ICS binder)!.

[6] It was fortunate that I had pulled all my Exercise training materials into a plastic sleeve and I offered these to the staffers as they accepted their position assignments. It was a rocky start but we got into a rhythm by 11:30 AM.

[6] In my spare moments, I set up my packet operation inside my van which I had parked between the Volunteer Check-in position and the popup used for the Animal photography booth. Two mag-2M mount antennas we placed on top of the broad expanse of the roof of my van, one for packet and one for voice operations.

[6] The MRC crew of women took responsibility for their own setup, including soliciting help in getting the 10x20 tent set up in the field. I applaud Fari, Margaret, Grace and crew for a very efficient operation.

[7] Very well! The Garden Gate Ark was open and operational when we (WA2KDX & KJ6NRR (SUV)) arrived on site. Messages were already waiting for us to send them to the EOC.

[8]The event actually went quite well. The ARK was set up when I arrived at Lawson. Packet worked very well, although not much traffic was passed.

[9] This drill is close to what I think we will actually experience when we have an event.

[10] CARES, CERT and MRC seemed be performing well. Appeared to be very low citizen turnout.  Good Boy and Girl Scout participation.

[13] I think the event was executed very well, especially considering that this was the first time that the EOC was staffed with REAL city people. I think one aspect that worked well (although it may be considered as just the opposite) was making everyone aware that the execution matched about what may be expected in a real event that occurs during the week on a school day.

[13] Next time the people who will be in the EOC (the City people) should receive at least an hour (more would be better) of training on what is expected of them in an emergency.  I think that most were new and didn't have any idea of what was to be done.

[14] I operated the packet station at the DeAnza ARK on Friday from 1:30 to 3 PM.  I thought all went well as far a equipment was concerned.  We were given a nice place under an umbrella and once the antennas were in position we were on the air using gel cell batteries.

[15] I thought the event went well. From my perspective I knew what I had to do and was able to do it. I would have liked to get an earlier start but the CARES activation/check-in/assignment process took about 1 hour before I finally knew my assignment.


**1.2  Radio operations (Voice, packet, field, radio room, Net management)**

[1] Radio operations was responsive and did quite well

[1] Packet worked "out of the box" in the field.  I took one from the radio room, with the NetBook laptop and it worked.  I did have to make a minor adjustment to Outpost but it worked without issues even with the accompanying mag-mount antenna

[1] Net Control and Net Management was done very well and responsive.

[2] - I think that you, Stewart, Allen and the other guy (don't remember who) did a great job in terms of managing resources and the message traffic.    Experience and practice is self-evident.  Some of the field people didn't seem very prepared; I was actually a little surprised that I wasn't as green as I expected.  I think your operating manual touches on it, but prior to the drill I found some of your PSA and message handling scripts shown in your previous presentations.  That really helped in regard to how the messages would flow and what to expect.  Also, I did find some mp3's on the internet with examples of message passing and hearing it was also helpful.  Encouraging people to listen to the county message nets when active also is a good idea and even downloading the slide-shows from the county classes (field responder, packet, etc).

[3] Shift transfers went very well (Sunday).  Some of the positions could have been overwhelmed in a real emergency.  I am referring to having just one person as message net operator, also as radio room operator, also as resource net operator.

[5] I tried to check in from Fremont on Friday morning using 440.  Couldn't raise the repeater.  I was able to hear Bill on simplex though!  Lots of noise and he couldn't hear me but a relay got me through.  I was informed that Fremont was not part of the drill and the net moved on, which was OK as I needed to go back to work anyway.  In a real emergency, we may want to take these remote calls once the local traffic dies down.  We can learn status in other areas and knowing the health and welfare of our CARES members and their potential progress back home might be appreciated.

[6] Both packet and voice were used.  From my ICS position adjacent to the van I could see that there was a lot of time spent waiting for opportunities to pass voice traffic and then to pass the traffic.  On the other hand composition and transmission of the packet messages, even though generally longer went quickly, AND WE GOT AUTOMATIC ACKNOWLEGEMENT OF RECEIPT!  Oh, did I fail to mention the ICS309 I am turning in as a log of the packet traffic handled during our operation??!!

[6] In conclusion, I believe that formal traffic belongs on packet and voice should focus on tactical operations.

[7] Fri at Garden Gate (First Shift): Set up packet and antenna for voice communication.  Packet worked correctly "right out of the box".  Lots of noise on TAC 1 and TAC2 so we used packet for any messages that were not considered "Urgent".  Very few messages in total.  Left at 12:15

[7] Returned at 2:00 pm and relieved Steve.  Not much activity.  Had problems communicating to Resource Net when needed.  Relieved by Mark.  All the CARES transfers were smooth handshakes.

[8] The net was well organized, messages were passed smoothly.  At Lawson, we got packet running and exchanged a few messages with the EOC and other ARKs, but the CERT folks didn't get involved with packet.  However, the call for PSA traffic was rather unclear.

[9] Friday's staffing was minimal.  We barely covered all requirements – 3 arks, Shift supervisor, and RRO/NCS.  Need to refine the event staffing profile to ensure we have the resource order deployment profile correct.

[10] Packet:  Simple to use, although I did not need to setup.

[10] Ambient outside lighting made reading computer screen outdoors difficult.  Provided a large sheet of black plastic window insect screen material at DeAnza ARC to cover equipment and operator which substantially improved readability.  Recommend including a large screen sheet in each packet setup for that purpose.

[10] Donated a 3x1 AC 3 prong splitter to Garden Gate Arc packet setup.  Recommend including one in each packet setup or a suitable 3x1 extension cord.

[10] NCS shift changes would benefit from a shorter down time.

[10] I neglected to keep a COMM log and didn't realize it until all messages had been packed up.
[13] Packet
- Worked -- Messages were received and sent to EOC in very short order.  Having the equipment in hand tested and operational made it seem like we always had it.
- Didn't Work - Process for handling packet in the EOC. They needed several copies as the message flowed through and we lost track of the messages and the message numbers in the EOC

Voice
- Worked -- just worked as usual.
- Didn't Work -- We need more drill on message passing.  Maybe we need some Saturday Morning message passing exercises done from home for a half hour or so.

Field Assignments/Staffing
- Worked -- worked well with field assignments.  People that were assigned arrived at destinations, none lost.
- Didn't Work- 1. We need to review and work on Local Responder Support. First shift on Friday was very difficult to get the right people (i.e. experienced) matched up with new members. Just getting enough people was difficult.  The plan was to send at least one person to each Ark.
- Didn't Work- 2. Check-in and assignments are not tracked well. We need a process to do the paperwork to see who is checked in, status for availability and be able to track them as they may go from one assignment to the other. The current methods (different for each net control operator) make reproducing the assignments almost impossible.

Radio Room
- Worked -- We were up and running.
- Didn't work -- Keying up radio (farthest from door) resets it, although the receive side of it works.  Shift Supervisor radio, intermittent on receive but works on Transmit.  So we were using two radios to function as one! (Friday)

Message Forms
- Telephone message book messages are just too small to be practical when sending them to the EOC. Good idea but didn't work well in practice. We went to the Ans-R form (without copies) for Saturday Afternoon for legibility and readability.
- Is a subject line required for all voice messages? e.g. Subject: Trapped Woman.  Body of Message starts with "Woman Trapped in....". Takes time to send subject.

Net Management

- Worked - We did get messages through using only one net (combined resource and message). Was busy at times but very manageable.

[14] The on thing I could comment on was that we were given quite a bit of "disaster traffic" to send (tree fell on building, people hurt, etc) but never received any response to them. I kept being asked by the MRC folks if I had heard anything back from their messages but had to answer, "No."

[14] It seems that we need to improve on this aspect because if we really did have an earthquake we would be handling a whole lot of traffic just like this.

[15] I worked the packet station at Hyde ARK and Skip had all the equipment setup when I arrived. I sent around 10 messages to EOC and received about 2-3. I would have liked to seen more received messages to print and dispatch or more replies to my messages. The Outpost software is very easy to use. It seems like anyone with basic computer email skills could have worked the packet station. Next time I'd like to help with the setup and configuration of the gear.


### 1.3 CERT Operations (Arks, staffing, ICS, etc.)

[1] We had 11 volunteers at the Monta Vista Ark.  They did a great job in passing messages to us and recording responses.

[2] Prior to Beverly and other CERT rover (don't remember his name) getting to the Seven Springs ARK I'd say that one of the two CERT people there was ready and organized.  I'd recognize the name, but she was Indian.  The other woman didn't seem near prepared.  And as you know the ARK was unavailable and only a few items were retrieved from the ARK for setup at the clubhouse.  Setting up away from the ARK and not having access to it doesn't work.   You might want to consider moving the ARK if access is not ideal.

[4] Need to coordinate volunteers and SUV's.  There were not enough volunteers assigned for afternoon shifts.  Need to pre-assign jobs, before event.  Positions cannot rely on word of mouth to return to necessary shifts, since personnel may have other obligations not premeditated.

[5] No significant comment here.  While not a well-oiled machine, they seemed to be able to get the job done.  Some debate about how things were supposed to work but that didn't stop them.  My only suggestion is to teach principles (why things are done) as well as process so if people forget exactly how things are planned to be done they can still be effective by making it up on the spot.

[6] Shaky, when using inexperienced staff but we got into a rhythm after a little time.  It is best if we have a core group of experienced individuals.

[7] Everyone appeared to know their responsibilities.  Check-in was easy; getting power cords checked out from Logistics was without any issues.  A CERT member aided with getting the generator functioning for us when needed.  The ICS (Albert) appeared to have all functions under control and functioning properly.

[8] The CERT volunteers worked well, although staffing was an issue at the Lawson ARK.  We had a rover filling in for Operations and no Status and Mapping person during first shift.  They didn't generate much traffic for us to pass.  The Boy Scouts seemed to be doing their own thing, and the we didn't seem to have any instructions for interacting with them.

[9] CERT teams were organized and operational on Friday.  It looked like their functions were up and running, and where processing the information that became available.  It is unclear what to do in the event of insufficient staff; the startup order did not appear to be defined.

[13]

- Worked - Arks were opened, assuming someone had a key.

- Didn't work- CERT has done the paper reduction process and are using forms that we have never seen before. Coes 101 and especially the COES 103 which is the PSA done by the CERT people as

the go to the ARK. We need to have a CERT person give us the overview/Training for these forms. Even more important is to make sure that the people who might receive these forms in the EOC understand them.

101 has severity of red/yellow/green which is sort of intuitive but no clear f exactly what the color means.

[15] Things were a tad confused WRT staffing. It took us quite a while just to find out our headcount and schedule info.

## 1.4  Resources & Logistics ()

[1] I arrived a bit late as transportation was provided to take me to Monta Vista Ark as lead.  We had a total of 3 CARES members at the ark.

[2] From my experience at Seven Springs it's clear that we cannot rely at all on the ARK (possibly for long periods of time).  For reasons beyond state of battery charge, I would definitely NOT keep the packet rigs in the ARK.   I had to provide my own table, chair, shade, power, antennas, radios, laptop and there was not even a metal surface (other than the trashcan lid or my car) to put a mag mount on.    If anything CARES members need to be 100% self-sufficient.  I've got a Honda generator that I could probably fit in my trunk if necessary.  I need to get a roll-up j-pole and mast and some extra coax.

[4] There were instances that CERT would have to fill CARES position, or CARES fill for missing CERT position.  Better to have more volunteers to help, shadow than not to have as needed.

[5] I was assigned to Lawson.  I hadn't been there before (I know I had the chance with the tours but I focused on Monta Vista, De Anza, and Seven Springs which seemed more probable destinations).  The ARK locations and their entrances would be a good thing to add to the handbook for those of us who didn't prepare so well.

[5] I checked out of the net in the morning because I couldn't monitor the radio for a while.  When I checked back in later the response was "when is your shift and call us back in an hour".  It was not clear whether I was checked back in or not.  And if not checked back in then CARES was completely reliant on me coming back, they could not call me to ask me to volunteer.  Seems like we should always accept resources and put them on a potential list.  Also, the request to call back in an hour had me calling back at 1:30.  This seemed odd because I thought the afternoon shift was 1-5.

[7] The CARES Resource Net was difficult to contact.  I made the assumption that there were radio issues which I had seen the last time I was a Net Control operator.  Patience prevailed and the contact was established.

[8] My only comment is that field assignments took a very long time, about an hour.  Other than that, things went smoothly.  The shift change was very quick.

[9] We will need an active logistics function to support the ARKS and CARES with Gas, food, other supplies.  I understand we will be on our own similar to what goes on with County Fire or the Sheriff's Office.

[11] We tried to move volunteers around between ARCs, with mixed success.  CARES ended up shifting a lot of resources but we don't have a process for CERT and MRC.

[11] - Carol was the runner between Radio Room and EOC, and she ended up having a major workout. Same for me - but I valued the chance to discuss situation and next steps with Jim, Allan and Stuart in the radio room.  We might consider a phone line and/or setting up a packet station at the CC Liaison.  Things will get more difficult once CARES moved into the van.

[11] Can we keep an ARC open without CARES support? Probably yes. We can open an ARC without CARES...

[11] Many people struggled with writing a proper message when they wanted to communicate via CARES, e.g.: Addressed to CARES, not County EOC. No action specified, such as "Update from PG&E", without defining whether this was a request for an update and what kind of information was desired (e.g. number of gas leaks). Also, some people didn't realize that CARES can only communicate with a few,

pre-selected locations such as ARCs and County EOC. One person actually wanted to use CARES to contact a supplier of certain equipment.

[13]
- Worked - very little logistics required
- Didn't work- Resources in the form of people and the knowledge of what those people can do. This added burden to making assignments, especially on Friday morning when there were very few resources.

As Shift Supervisor, I required that any minor have their parent with them during their whole shift. As it turned out, one minor's father got recruited by OPS people since it appeared there were idle people in the CARES function.

[15] It wasn't clear to me whether there would be any food/snacks/water available. I ended up taking a break to go buy a sandwich because I was told there wasn't any food but when I got back they had hot dogs and buns.


## 1.5 Other Comments

[1] The only comment I have is about radio operator shift changes. We had urgent drill traffic that came from MVA ICS that would be considered lift threatening. As team lead, I asked our operator to call for net control and we were asked to standby for shift change. We waited for more than 5 minutes, and I asked the operator to try again. Again, we were told to standby. I asked her to try again a minute later (I did this by design) so we could get urgent traffic delivered.

[1] We did get the traffic through. My point is that in a real crisis, we need to ensure that we do shift changes a bit faster. Probably, the person taking over net control should be there 30 min before the shift change to make the transition smoother.

[4] Permission for new incoming check in for MRC, Scouts, Animal Care, Child Care messages, personnel as necessary seen by the ARK IC, EOC, Net Control.

[5] I got to Lawson right at 2:00 and the radio operator there seemed to have someplace to go. I didn't see this as an issue until I started setting up my packet station and communications got busy. It was serious multi-tasking for me for about 45 minutes as I handled voice comm and made progress on setup and initial test in between traffic. Once set up things went pretty well. My bad in not getting packet set up before the other resource left.

[5] Once I had the packet station working I invited a CERT person to operate it. They were hesitant until I said it was like using email. Then I got several people to look at the demonstration. CERT personnel sent one message before another CARES person arrived and we both handled all comm. That part went pretty well and the opportunity to send about a dozen messages would probably make CERT people pretty self-reliant on passing packet messages.

[7] Suggestion 1: Have a 3 to 1 plug or power strip in the packet kit. Both the packet equipment and the computer require 110VAC and we needed to have two power cords connected to the generator. This would eliminate the need for one cord.

[7] Suggestion 2: Program the packet transmitter for CARES TAC 1 and 2 so that if needed for voice communication (HT battery fails) it can be used for either voice or packet. The extra wattage might be needed if the 5 watts of HT power in inadequate. There may be less interference (Intermods) on this radio as the HT's typically have broad receivers which are more susceptible to intermod interference.

[7] Suggestion 3: Have the CERT message coding agree with CARES. CERT uses colors (e.g. Red, Yellow) rather than Emergency, urgent, routine.

[8] One unrelated comment: I seem to receive a large amount of QRM at my home at the corner of Blaney and Merritt. It sounds like static most of the time with bursts of digital transmissions. I did not hear anything at the ARK, just at home.

[11] One of my key lessons learned from this drill is that in a massive event we need packet to manage the communication load. I started thinking about message templates which CERT could use to more effectively craft messages and to report multiple incidents in one packet message.

[11] At the EOC we did not have up-to-date information about available resources.  I received some info but that didn't give me the full picture. We need to establish a way to communicate
      * number of CERT/ CARES / MRC
      * how much longer these volunteers are available
      * name of IC and Section Chiefs

[13]

1) We used a runner to get the messages received up to the CC Liason.  That was a very busy person once the EOC opened and messages started coming in.

2) We need to have a body of canned replies to send back to ARKs that have made requests for info or material. We can look at the messages received from this exercise as a start to craft the reply. This is just to help the action at the ARKs.

3) We had Kim St. Operations check into the net, an SUV person and location.  How do we handle that???  I accepted the information and passed it on but I can see a problem of being flooded with messages by people we have never worked with before.

[15] I didn't know about the debrief on Monday night until after the fact. I would have liked to been there to hear other people's perspectives (especially the folks working EOC). I would have liked to hear some feedback on how the messages I sent were received.


**2. If we only could work on TWO (2)** in the immediate future, what would they be?

[1] Shift change

[1] Are the arks supposed to each have a packet set up?  I completely understand if that's not the case.

[2] Packet radio.  I think it's clear that traffic (like the scenario spreadsheet data) is not well suited for voice; prone to mistakes.  Even prone to error when typing, but at least you can review before sending.  Packet has to be pretty seamless and the experience at all the ARKs needs to be the same.  We also need to have a stand-by BBS just in case W6XSC-X is down

[2] 440 repeater.  We've got to figure out how to encourage people to get 440 access.  I assume you were using the antenna on top of city hall.  If you have to move to the van I think 440 is going to be more important.  And possibly ad-hoc cross band repeater operation.

[3] On the issue of follow up actions, I recommend ongoing training in voice message handling, and also packet message entry and recovery.

[4] Need to have primary cell phone numbers available to leaders for immediate communication in case of events.  (ie.  Marsha, CERT liaisons at EOC, CARES, Scout leaders)

[4] EOC, CERT, CARES may need to check and work with MRC in the near future for bringing over "new patients".

[5] I can't think of any glaring problems.  Maybe more practice with packet - when to use it, how to use it. I was a little uncomfortable with what appeared to be lack of acknowledgment for the messages.  The "DELIVERED" messages did not seem cover 100% of the messages I sent.  And, the "DELIVERED" statement was so long that it pushed original subject line contents out of the box, making the response less unique when it was delivered.  It was not easy to match the response to the original message.

[6] Training, and Joint exercises.

[7] Train CERT members on how to use packet.  Very easy once it is made operational by a CARES member.

[7] Get some SUV's to participate in a drill just so we (CARES) get a feel of what might happen when one appears at an ARK and wants to help.

[8] Getting the CERT guys familiar with packet and speeding up field assignments.

[9] Need to finalize the packet kits – Storage box, gel cell batteries, printers, cables.  Need to work on CERT packet training.

[10] Better citizen awareness of activity

[15] more practice packet traffic, Staffing