

After Action Report

2015 Search for Missing Teenager

Cupertino
Citizen Corps

1. Overview

Description: 2015 Search for Missing Teenager
Event Date: Apr 21/22/23, 2015
Report Date: June 17, 2015
Activation Number: CUP-15-200
Control: Cupertino Citizen Corp (CCC)
Report Revision: 1.2
Submitted by: IC/Dr. Andy Huang

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)."

CCC will follow this requirement for reporting the results and recommendations for this activation.

i. Introduction and Background

Terms

Sheriff: Santa Clara County Sheriff Office; agency in charge of investigation

OES: Santa Clara County Office of Emergency Services; provides county emergency service support

Fire: Santa Clara County Fire Department; provides OES support

MVHS: Monta Vista High School, provides notification support to parent, teacher, and students

FUHSD: Fremont Union High School District, provides notification support to Cupertino high schools

CCC: Cupertino Citizen Corps; the Cupertino OES designation for the volunteer pool made up of members from Cupertino CARES, CERT, and MRC.

CARES: Cupertino Amateur Radio Emergency Services; provides backup and emergency communications to the City.

CERT: Community Emergency Response Team; trained in light search & rescue, disaster medicine, fire suppression, animal care, and Help Desk.

MRC:	Medical Reserves Corps; community-based units established by local jurisdictions to meet the public health needs of their communities in times of emergencies.
ICP:	Incident Command Post, temporary on scene control of tactical operations
OP:	Operational Period, time of tactical operation for the incident
BL:	Cupertino Block Leader; volunteers who provide block level neighborhood support
CAS	Cupertino Alert System; automated phone notification system for notifying groups or the community at large of significant events of concern.
DPW:	Department of Public Works, used in reference to the City of Cupertino
SUV:	Spontaneous Unaffiliated Volunteer; an individual that does not understand our response process but shows up and wants to help.
RCS:	Recreation and Community Services
COES:	Cupertino OES

Introduction

This was not a planned event but a sudden activation. The City of Cupertino's CCC was requested to assist in the search of missing teenager. The expected outcome is to assist in locating the missing teenager.

The City of Cupertino authorized this under activation number CUP-15-200. This report covers the activities undertaken primarily by the responding CCC and BL members.

ii. Type/Location of Event/Drill/Exercise

Event Type: City of Cupertino, City Volunteer Activation
 Event Identifier: CUP-15-200
 Event Name: 2015 Search for Missing Teenager
 Location: City of Cupertino

iii. Description of the Event/Drill/Exercise

The CCC activation objectives:

1. Assist Sheriff to search for missing teenager in Cupertino
2. Deploy, set up, and manage a field ICP to support the search
3. Manage the community volunteers (SUVs) to support the search (Added on third OP)

Event resources came from the following organizations:

1. CERT: Responsible for setting up, staffing the field ICP, search team, and facilitating overall event coordination. Twenty-two (22) CERT members participated in Thirty-eight (38) operational-period-person in this activation.
2. MRC: Responsible for setting up and staffing a field medical station, and search team. Two (2) MRC members participated in Three (3) operational-period-person in this activation.
3. CARES: Responsible for staffing the City's Communication Van, net control positions, field communications team, and search team. Sixteen (16) CARES members participated Thirty-six (36) operational-period-person in this activation.
4. BL: Responsible for neighborhood blocks. Sixteen (16) Block Leader members participated in this activation.
5. IC: Incident Commander, responsible for managing activation objective, prioritization of requests, safety of team members, and coordination with other agencies. One (1) Incident Commander who is also member of CERT/CARES/MRC participated in this activation

6. Forty-one (41) CCC members participated in this activation, six (6) participated in all four OPs, six (6) participated in 3 OPs, seven (7) participated in 2 OPs, and twenty-two (22) participated in 1 OP.
7. About three-hundred-nineteen (319) SUVs participated in this activation, and one-hundred-ninety-six (196) SUVs were managed by CCC

Each activation was initiated using the Cupertino Alert System, and there were total of four activations.

On receipt of the notification, CERT did the following:

1. Established a Field ICP at each operational periods: 1) Sheriff Office, re-located to MVHS parking lot after search; 2) Parking lot next to Postal Office (PO), relocated to Quinlan parking lot during morning search; 3) Monta Vista High School (MVHS) Student Parking Lot; 4) Blackberry Farm Golf Parking Lot (BBFG). Although cancelled, planned to use Quinlan parking lot on Friday and City Hall parking lot on Saturday.
2. Organized search teams to search areas of interest (AOI).

On receipt of the notification, CARES did the following:

1. Deployed Field Responders to the Field ICP
2. Redeployed as part of the search team
3. Established the continuity of communications to support the search teams.
4. Deployed the Comm. Van on 2nd OP

On receipt of the notification, MRC did the following:

1. Responded to Field ICP.
2. Remain posted at ICP in case of need.

Section Chiefs during the four operational periods:

1. PIO – Sheriff’s PIO and City PIO
2. Safety - Rob McCoy, Skip Stevens
3. Planning - Steve Hill, Isabel Rodriguez
4. Logistics - Ken Ericksen
5. Operations - Jim Oberhofer, Judy Halchin
6. Finance – Ken Ericksen

Incident Commander during the four operational periods:

1. Andy Huang

iv. Chronological Summary of Event/Drill/Exercise

The following is a compilation and summary of the activities as reported on ICS-214s that were submitted after the search. All times listed here are in local time. The following is a very high level summary.

Time	Description, Notes, Comments
1 st OP	Apr. 21 st 15:25 -20:00 at Sheriff Office (1601 S. De Anza Blvd) 1 IC, 7 CARES, 8 CERT (6 teams), ~45 SUV
2 nd OP	Apr. 22 nd 08:00 – 12:00 at parking lot by the Postal Office (21731 Stevens Creek Blvd.) 1 IC, 9 CARES, 10 CERT (9 teams), 78 SUV (10 teams)
3 rd OP	Apr. 22 nd 15:30 – 20:00 at Monta Vista High School Student parking lot 1 IC, 10 CARES, 10 CERT (2 teams), 121 SUV (19 teams)
4 th OP	Apr. 23 rd 07:30 – 12:00 at BBFG Blue Pheasant Restaurant parking lot (22100 Stevens Creek Blvd) 1 IC, 10 CARES, 10 CERT (3 teams), 75 SUV (17 teams)

Time	Description, Notes, Comments
14:30	<p>Sheriff Office contacted City Manager, David Brandt who contacted OES Carol Atwood, who contacted Citizen Corp Coordinator, Ken Ericksen who issued activation number CUP-15-200</p> <p>Notification process: CAS to CCC Leadership with conference call</p>
1 st OP	<p>Apr. 21st 15:25 -20:00 at Sheriff Office (1601 S. De Anza Blvd) 1 IC, 7 CARES, 8 CERT (6 teams), ~45 SUV</p>
15:30	<p>Check-in/Briefing</p> <ul style="list-style-type: none"> • Sheriff briefs IC on background information about missing teenager • Setup ICP at Sheriff Office parking lot • Check in and validate all CCC volunteers with a city-issued badge and vest to participate • Forms: ICS 211B (Check In List/DSW), COES 107 (Individual/team t-cards), ICS 214 Unit log.
17:00	<p>Operations</p> <ul style="list-style-type: none"> • Brief CCC on background information about missing teenager • Provide Sheriff's Press Release and Missing Juvenile flyers • Deploy six teams to start the search • Objective: Search the main targets close to MVHS, main streets, retail centers, main business, and main area of interests • Conduct team health and welfare check about every ½ hour
20:00	<p>Check Out</p> <ul style="list-style-type: none"> • Re-locate ICP to MVHD parking lot • All teams return to new ICP and report on search findings • Objective Completion - Searched the main streets (Bubb/McClellan/Stevens Creek/Stelling/Foothill, etc.), retail centers (Oaks/Cross Roads, etc.), main businesses (Target/Wholefood/Safeway/Marina, etc.), and main areas of interest (Rancho San Antonio/Dam/Rail Road Tracks, etc.). • IC provides all search findings to Sheriff • Sheriff provides SUV (organized by parent) search findings to IC • Check out all CCC • Demobilize ICP
2 nd OP	<p>Apr. 22nd 0800 - 1200 at parking lot by the Postal Office (21731 Stevens Creek Blvd.) 1 IC, 9 CARES, 10 CERT (9 teams), 78 SUV (10 teams)</p>
08:00	<p>Check-in/Briefing</p> <ul style="list-style-type: none"> • Setup ICP with Comm. Van at parking lot • Check in and validate all CCC volunteers with a city-issued badge and vest to participate • Forms: ICS 211B (Check In List/DSW), COES 107 (Individual/team t-cards), ICS 214 Unit log. • Assist parent to obtain name and cell phone number of SUV

Time	Description, Notes, Comments
09:00	<p>Operations</p> <ul style="list-style-type: none"> • Sheriff briefs IC on additional information about missing teenager and area of interest • IC briefs CCC on background and additional information about missing teenager • Provide Sheriff's Press Release and Missing Juvenile flyers • Deploy nine teams to start the search • Objective: Expand 4/21 search to include all the main targets, main streets, some secondary streets, business centers, main businesses ,churches, main areas of interest, and favorite/popular restaurants • Conduct team health and welfare check about every ½ hour • Provide Sheriff's Press Release to all SUV teams • Assist parent to form SUV teams • Assist parent to deploy SUV to retail and business centers
11:30	<ul style="list-style-type: none"> • Re-locate ICP to Quinlan Center parking lot, and moved Comm. Van
12:30	<p>Check Out</p> <ul style="list-style-type: none"> • All teams return to Quinlan Center parking lot to report on search findings o Objective Completion - Searched all main streets (Bubb/McClellan/Stevens Creek/Stelling/Foothill/Homestead/Wolfe/Bollinger/Blaney, etc.), all secondary streets along Homestead, all retail centers (Oaks/Cross Roads/Vallco/Village/Market Place/Portal/McClellan/De Anza/Homestead, etc.), all main businesses (Target/Wholefood/Safeway/Marina, etc.), main areas of interest (Seven Springs/Blackberry Farm/Stevens Creek Trail/Rancho San Antonio/Dam/Rail Road Tracks, etc.), churches (St. Andrew/Hillview/St. Joseph, etc.), and favorite/popular restaurants (Vivi/Jake's/Jersey Mike/Cicero, etc.) • Provide all search findings to Sheriff • Check out all CCC • Demobilize ICP • Assists parents with SUV team • Objective Completion – Searched Wholefoods, Dam, Holders, Homestead Safeway, Elephant Bar and retail center, Rancho San Antonio, Oaks/Sr. Center/Quinlan, Yamagami, Fremont Older, Vallco
3 rd OP	<p>Apr. 22nd 15:30 – 20:00 at Monta Vista High School Student parking lot 1 IC, 10 CARES, 10 CERT (2 teams) , 121 SUV (19 teams)</p>
15:30	<p>Check-in/Briefing CCC</p> <ul style="list-style-type: none"> • IC attends briefing meeting with Sheriff, Fire and MVHS • Setup ICP at MVHS parking lot • Check in and validate all CCC volunteers with a city-issued badge and vest to participate • Forms: ICS 211B (Check In List/DSW), COES 107 (Individual/team t-cards), ICS 214 Unit log
16:15	<p>Operation</p> <ul style="list-style-type: none"> • IC Briefs CCC on change of activation priority – Manage community response SUV • Check in all SUV with Waiver Form and ICS 211B • Provide Sheriff's Press Release and Missing Juvenile flyers to all SUV • Group SUV into search teams • Assign SUV teams with search objective • Deploy 2 CERT and 19 SUV teams to start the search • Objective: Expand search to include all the main targets, main streets, business centers, main businesses, main areas of interest, parks, and favorite/popular restaurants • Conduct SUV team health and welfare check about every ½ hour with cell phone text • Forms added: Waiver Form

Time	Description, Notes, Comments
17:00	<p>Briefing</p> <ul style="list-style-type: none"> • Briefing meeting with Sheriff, Fire, OES, FUHSD, and MVHS
19:00	<p>Check Out</p> <ul style="list-style-type: none"> • All teams to report on search findings • Objective Completion - Searched all main streets (Bubb/McClellan/Stevens Creek/Stelling/Foothill/Homestead/Wolfe/Bollinger/Blaney, etc.), all retail centers (Oaks/Cross Roads/Vallco/Village/Market Place/Portal/McClellan/De Anza/Homestead/Town Center, etc.), all main businesses (Target/Wholefood/Safeway/Marina/Ranch 99, etc), main areas of interest (Rancho San Antonio/Dam/Rail Road Tracks/Gaming cafe, etc.), parks (Linda Vista/Blackberry Farm/Monta Vista/Rancho, etc.), and favorite/popular restaurants (Vivi/Jake's/Jersey Mike/Cicero/Elephant Bar/Panda Express/Ike/Subway/7-eleven/BJ/Donut Wheel, etc.) • Provide all search findings to Sheriff • Check out all SUV and CCC • Demobilize ICP
19:30	<p>Debrief/Planning</p> <ul style="list-style-type: none"> • IC and Section Chiefs debriefed on the change of priority • IC and Section Chiefs discussed plan for 4/23 activation
4 th OP	<p>Apr. 23rd 07:30 – 12:00 at BBFG Blue Pheasant Restaurant parking lot (22100 Stevens Creek Blvd) 1 IC, 10 CARES, 10 CERT (3 teams), 95 SUV (17 teams)</p>
07:30	<p>Check-in/Briefing CCC</p> <ul style="list-style-type: none"> • IC attends briefing meeting with Sheriff, Fire and OES • Setup ICP at BBFG parking lot • Check in and validate all CCC volunteers with a city-issued badge and vest to participate • Forms: ICS 211B (Check In List/DSW), Waiver Form, COES 107 (Individual/team t-cards), ICS 214 Unit log • IC briefs CCC on change of activation priority – Manage community response SUV
08:00	<p>Operation</p> <ul style="list-style-type: none"> • Check in all SUV with Waiver Form and ICS 211B • Provide Sheriff's Press Release and Missing Juvenile flyers to all SUV • Group SUV into search teams • Assign SUV teams with search objective • Provide each SUV team with a city map with highlighted search grid • Deploy 17 SUV teams to start the search • Objective: Expand search to include 50% of the city grids prioritized based on closeness to MVHS, main area of interest, and favorite/popular restaurants • Conduct SUV team health and welfare check about every ½ hour with cell phone text
09:30	<p>Operation</p> <ul style="list-style-type: none"> • Deploy 3 CERT search teams • Objective: Search the wall area along Highway 280 • Conduct CERT team health and welfare check about every ½ hour with cell phone text •

Time	Description, Notes, Comments
12:00	<p>Check Out</p> <ul style="list-style-type: none"> All teams report on search findings Objective Completion - Searched 62% of city grids prioritized based on closeness to MVHS, favorite/popular restaurants (Vivi/Jake's/Jersey Mike/Cicero/Elephant Bar/Panda Express/Ike, etc.), and main areas of interest along Highway 280 Provide all search findings to Sheriff Check out all SUV and CCC Demobilize ICP
13:00	<p>Debrief/Planning</p> <ul style="list-style-type: none"> IC and Section Chiefs debrief with Sheriff IC and Section Chiefs discuss with Sheriff on plan for 4/24 activation
14:00	<p>Logistics</p> <ul style="list-style-type: none"> Visit Monta Vista Ark to obtain materials for 4/24 activation
15:00	Block Leaders were notified to assist the search by forwarding the flyer to their neighborhood
Cancel Activation	Apr. 24 th 07:30 – 08:30 at Quinlan Center parking lot 1 IC, 1 CARES, 1 CERT to inform SUV cancellation of activation
16:00	<p>Debrief</p> <ul style="list-style-type: none"> Apr 27th Debrief meeting and prepare the after action report

Performance against Objectives:

1. Assist Sheriff in search of missing teenager in Cupertino.

Results: **SATISFACTORY**. CCC operated four operational periods, averaging four hour each, to canvass the city of Cupertino for the missing Teenager. All of man search objectives were completed, and over 50% of the secondary search objectives were also completed. The change of priority on 3rd OP to manage the SUV was a surprise to the team but it was manageable.

2. Deploy, set up, and manage a field ICP to support the search.

Results: **SATISFACTORY**. This activation was a sudden and real incident, exemplified the spontaneous-ness of a CCC response, and the team was presented with a change of priority on 3rd operational period. It took about ½ hour to set up the Field ICP, ½ hour to check-in the volunteers and get the 1st team deployed. Each team is formed with minimum of 2 team members with a designated team leader responsible for member safety and communication with ICP for regular health & welfare check. The change of priority on 3rd operational period was a surprise to the team but was manageable. The team worked well together to deploy both the CCC and the SUV team.

3. Manage the community volunteers (SUVs) to support the search (Added on 3rd OP).

Results: **SATISFACTORY**. On the 3rd operational period, the priority changed to manage the community volunteers (SUV). The team adapted the change of priority on the fly well, and procedures were enhanced, such as check-in with Waiver Form, health & welfare check with cell phone texts, etc. to maintain the safety of the SUV. This activation started with the cooperation with the Sheriff Office; expanded to include MVHS, FUHSD, and BL; then further expanded to include the OES, and Fire. The team adapted to entire changes well.

Each OP averaged four hours and the area of improvements will be presented below.

v. Response at SEMS Levels (as appropriate):

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

14. Responder redeployment CCC and SUV volunteers were check-in at ICP, and redeployed to various targets of interest to conduct a search.

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.

Mutual Aid Agencies

1. Sheriff Office provided background information for the missing teenager and areas of interest to search
2. OES offered experienced staff to help
3. Fire Department offered the overhead group to help, and staffing for Cupertino OES

Public Notifications

1. CAS was used for notification and activation.
2. The activation was also announced on the Cupertino website
3. The activation was also announced on the Sheriff website
4. The activation was also announced on the MVHS website
5. The search for missing teenager was broadcasted by all local major media TV stations and Newspapers/news groups

Media Interactions

1. Sheriff's PIO is the primary contact with media.
2. City's PIO is the secondary contact with media.
3. Six local television stations (KTVU, KNTV, KRON, KPIX, KGO and KTSF) positioned mobile reporting units near the ICP at various times. There were several on Wednesday and all six on Thursday, from before 7:00 am until after noon. In addition to interviewing PIOs, they interviewed CCC members and SUVs. Some units made live broadcasts from the ICP. Their cameramen were taping live action *inside* the ICP. Some went to the field to tape CCC and SUV search actions.

vii. Improvements, Conclusions, Recommendations:

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

The following is a summary of the key Conclusions and Recommendations.

What worked?

- Field ICP setup, check-in, and deploy of CCC were on time and efficient
- CCC team adapted the change of priority, from conducting search to managing SUV, on 3rd activation efficiently and timely
- Health & Welfare check with Comm. Van and CARES home/mobile station worked well
- Health & Welfare check with cell phone texts worked but CCC are concerned with releasing their personal cell phone number to the SUV
- Searched ~~100% of all~~ main streets, retail centers, parks, main businesses, favorite places as well as more than 50% half of the publically accessible secondary streets, small businesses, restaurants, and churches within the City of Cupertino jurisdiction.
- Cooperation with other agencies, such as Sheriff Office, MVHS, FUHSD initially, and then with the Fire, and OES.

What didn't work / needs improvement

- The frequent change of ICP location was not advantageous to the search effort.

- CCC joined the SUV to use MVHS parking lot as ICP on the third OP, but the usage of MVHS as ICP was not formally requested. MVHS was gracious to allow the CCC and SUV to use the parking lot as ICP during non-school hours.
- CERT trailer was not available at the ICP because the but not used as City only allows city drivers to transport the trailer, which caused the lacking of key supplies such as forms, signs, and canopies, etc.
- City requested the CCC to use the-its waiver form for the SUV check-in in addition to the Form 211
- The secondary street names on the distributed-of 11x17 Cupertino Street Map is less readable than on the Critical Facility Map
- Need Cupertino and vicinity parks' biking and jogging trails are not indicated on the distributed map
- Need Block Leaders' neighborhood coverage are needed on the distributed map
- Could not search school/college campus as it is off limit to CERT/SUV (not within City of Cupertino jurisdiction in the absence of a Memorandum of Understanding)
- Some search requests are outside the City limit, e.g. Fremont Older Park, Los Altos, and San Jose. Need MOU with County OES and neighboring cities on permission and liability coverage when searching outside City limits.
- Need designated cell phone POC in advance to use it for health & welfare check by cell phone texts or voice
- Fourteen SUVs self demobilized without formal-did not check out despite CCC's cellphone calls and messages
- Could not take advantage of availability of bicycle teams, need waiver and release of liability authority from City
- Need dDedicated search web site (part of Cupertino.org or not?) and sign-up facility (Eventbrite)
- Plan to transition into next phase (other agencies?) after 72 hours and completion of canvassing, etc- not exercised
- Santa Clara County OES and Fire was not immediately notified upon activation of CCC (public safety services for City are contracted from County).
- Activation of CCCe DOC to interface with all field operations, with City EOC and update OES at mid-point of operational period was not exercised
- Generate a 201 action plan, together with 101 for field deployment and 103 for situation status update (lack of formal Action Planning)
- Did not coordinate with SUV coordinator (PTSA in this case) with synchronized message
- Did not notify businesses that would be impacted by the operation
- Did not consider safety of SUV when they are operating next to CCC's ICP
- Did not consider formal demobilization of SUV and other groups (Sheriff, MVHS)
- Did not debrief of all parties, City, Sheriff, Fire, OES, MVHS, etc
- Did not monitor ring the x3335 OES line during operation, or have a dedicated smart phone for OES operation or coordination
- There was minimal to no connection between CCC and groups/organizations soliciting search volunteers (SUVs).Solicitation of unaffiliated search volunteers (SUVs) was outside the scope of CCC coordination. CCC was unaware of what expectations and instructions were given to volunteers and about how many volunteers to expect to report to an ICP.

Observations, Conclusions

- Strong community support and exemplified CCC response for an unplanned event activation
- Good co-work between Sheriff, MVHS, BL and CCC, as well as help from OES and Fire
- CCC responded well with to the original search objective and provided the additional task of managing SUV
- Completed 100% of all the main search objectives and over 50% of secondary objectives
- Need to enhance policy (outside city limits, CERT trailer driver) and equipment (designated cell phones)
- Plan for phase II of search beyond 72 hours and/or likely would have exhausted all search areas and available volunteers
- Review-Need to review the liability of City when SUV showed up without city's request; when does the City assume responsibility for and supervision of SUVs

Corrective Action Plan

- Policy enhancements
 - o MOU for CERT-CCC operating outside city limits
 - o Backup method to deliver CERT trailer (backup city and/or authorized CERT drivers)
 - o Designated backup primary Field ICP and backup EOC locations, like BBFG, Quinlan, etc.

- o Automatic notification of County OES and Fire upon any formal CCC activation
- Equipment & Supply enhancements
 - o Multiple cell phone POCs for SMS text or voice for team Health & Welfare check and record keeping
 - o Increase resolution of distributed operational Cupertino Street Map 11x17 to the same scale as Cupertino Critical Facility Map, highlight the city boundary and twenty-seven canvass grids
 - o Update Form 211 with SUV risk waiver form language to reduce potential SUV paperwork
 - o Update Form 211 with SUV/CERT risk waiver language for bikers (as authorized by City of Cupertino)
 - o Update all ARKs with full size 36 x 48 City of Cupertino Street Index Map
 - o Update all ARKs with full size 36 x 48 Block Leader street coverage map
 - o Update all ARKs IC tub with all necessary forms
- Plan for 72 hours+ activation and/or when to hand it over to other authorities/agencies
 - o Meet with Sierra Lamar volunteers to learn their experiences
 - o Survey CCC for realistic availability of longer term operations
 - o Conduct a drill to exercise enhanced operation for at-risk, not-at-risk, evacuation objective

Tables to be completed after discussion with all parties of concern (City, County, CCC, etc.)

CUPERTINO CITIZEN CORPS CORRECTIVE ACTION PLAN (CAP)

This CAP has been developed specifically for Cupertino Citizen Corps as a result of the Activation CUP-15-200 Missing Teen Search April 2015. These recommendations draw on the After Action Report. Add Priority to each item

Category	Observation Title	Recommendation	Corrective Action Description	Primary Responsible Agency	Agency POC	Start Date	Completion Date
Policy	1. Develop DOC policies	1.1 Develop DOC policies for activation and support phases	Develop DOC policies the DOC will follow for activating CCC and supporting its field operations	Cit Corps	Gerd/Bob		11/30/15
		1.2 Develop DOC policies for use of common language	Include the use of common language in DOC policies, including terms such as "search"	Cit Corps	Gerd/Bob		11/30/15
		1.3 Develop a policy for activating the Mobile Command Post trailer	Include the Mobile Command Post trailer activation in DOC policy	Cit Corps	Gerd/Bob		11/30/15
		1.4 Develop DOC policies for notification of outside agencies	Develop DOC policies to make sure appropriate agencies (e.g. county comm, county OES) are notified of an activation	Cit Corps	Gerd/Bob		11/30/15
	2. Develop an SUV policy	2.1 Develop a policy specifying how SUVs are used	Develop a policy specifying how SUVs may be used in various situations	Cit Corps			
Training	3. Develop Action Plan training	3.1 Develop Action Plan training	Develop ICS training for Action Plan development and process	Cit Corps			
		3.2 Develop DOC-training for field responders	Develop training for field responders on the role of the DOC and their interactions with it	Cit Corps			
		3.3 Develop training on Unity of Command	Develop training on Unity of Command	Cit Corps			

Category	Observation Title	Recommendation	Corrective Action Description	Primary Responsible Agency	Agency POC	Start Date	Completion Date
	4. Develop IC training	4.1 Develop IC training to aid in media management	Develop IC training to make sure City PIO is notified about press activity in the field				
		4.2 Include the appointment of a safety officer in IC training	Include the appointment of a safety officer in IC training	Cit Corps			
What does this mean?	<u>Observation 2</u> Jurisdiction defined	Modify Operation Procedure	2.1.1. Modify jurisdiction to include sphere of influence and modify all SOP and training materials	Cit Corps	Gerd/Bob	XX/XX/XX	XX/XX/XX
Exercise	5. Validate new processes and plans	5.1 Validate new processes and plans in exercises	Validate new processes and plan in one or more exercises	Cit Corps			
Process / Plans	6. Prepare a store of maps	6.1 Create and store standard maps that may be needed, and be prepared to create new ones	Work with GIS to determine standard maps and where they should be stored and how to create new ones	Cit Corps	Steve	XX/XX/XX	XX/XX/XX
	7. Prepare a standing ICS 205	7.1 Prepare a standing ICS 205	Prepare a standing ICS 205 that will include SMS	Cit Corps	Jim		9/30/15
	8. Identify possible field command post locations	8.1 Pre-identify possible field command post locations	Identify possible field command post locations and establish MOUs as needed	Cit Corps			
		8.2 Develop plans for how to choose ad hoc field command post locations	Develop plans for how to choose ad hoc field command post locations	Cit Corps			
Nice to Have	9. Establish an information phone line	9.1 Set up a phone line for calls from the public related to an event	City to establish a phone line staffed for calls that need to be directed or answered, phone bank etc.	EOC	PIO	XX/XX/XX	XX/XX/XX

Category	Observation Title	Recommendation	Corrective Action Description	Primary Responsible Agency	Agency POC	Start Date	Completion Date
	11. Develop plans for SMS use	11.1 Develop plans for possible SMS use	Develop plans for possible SMS use in various situations, including image collection	Cit Corps			

Logs, attachments:

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

None attached, available upon request at City Hall OES.

End of Report.

Survey Summary

Q 1 Citizen Corps Teen Search Feedback Request

Did you receive the multiple Cupertino Alert System messages? (only email and text messages were sent; no phone messages)			
Answer Options	Response Percent		Response Count
Yes	93.2%		55
No	6.8%		4
Comments on Alert System			21
answered question			59
0	0	0	0

Q 2 Citizen Corps Teen Search Feedback Request

Q2 Did you receive the daily emails with instructions and times via Volunteer Portal?		
Answer Options	Response Percent	Response Count
Yes	81.4%	48
No	20.3%	12
Comments on effectiveness.		19
answered question		59
skipped question		0

Number	Response Date	Comments on effectiveness.	Categories
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1	May 8, 2015 7:09 PM	I would have responded if I had not another commitment. But I came as soon as possible on the third day.
2	May 8, 2015 2:54 AM	I received an email on the second day of search i.e. on Wednesday. While the first few hours of search is critical I assume all trained volunteers should have received the message on the first day of search.
3	May 7, 2015 7:50 PM	Good idea to have timely updates via e-mail, I did not check the Volunteer Portal.
4	May 7, 2015 6:49 PM	I received only the Alert System phone calls on Tuesday afternoon and at 7:30 a.m. on Wednesday and Thursday.
5	May 7, 2015 3:54 AM	Just sorry I couldn't contribute any time to help. My job prevented me from joining.
6	May 6, 2015 10:23 PM	Messaging seemed spotty. However, this was driven by daily change in ICP location and reaction to changing role of CCC.
7	May 6, 2015 8:28 PM	Yes, although, due to teaching schedule and disability, I did not join (had I had the time, I would have been happy to man a desk to check in volunteers, etc)
8	May 6, 2015 3:37 PM	I forgot about the volunteer portal but I did get Ken's daily emails from CCC. Maybe those were the same thing?
9	May 6, 2015 2:53 PM	Don't remember the specifics but do recall information about gathering point.
10	May 6, 2015 2:12 PM	worked well
11	May 6, 2015 1:01 PM	More lead time for personal schedule planning would be better.
12	May 6, 2015 7:01 AM	More useful/detailed than the messages.
13	May 6, 2015 6:02 AM	Good work
14	May 6, 2015 5:46 AM	Very effective.
15	May 6, 2015 5:34 AM	I received them in my email box.
16	May 6, 2015 5:17 AM	But I didn't look either. I knew the times from the emails.
17	May 6, 2015 5:16 AM	I got some of them
18	May 6, 2015 5:14 AM	I'm not registered on the portal
19	Apr 27, 2015 6:36 PM	clear and accurate

Q 3 Citizen Corps Teen Search Feedback Request

Did the city Website, Facebook and twitter reflect current and accurate information?

Answer Options	Response Percent	Response Count
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Yes	19.0%	11
No	6.9%	4
Didn't Check	74.1%	43
answered question		58
skipped question		1

Q 4 Citizen Corps Teen Search Feedback Request

Did you report to the command post on one or more days?		
Answer Options	Response Percent	Response Count
Yes	37.9%	22
No	62.1%	36
answered question		58
skipped question		1

Q 5 Citizen Corps Teen Search Feedback Request

Did you receive the multiple Cupertino Alert System messages? (only email and text messages were sent; no phone messages)		
Answer Options	Response Percent	Response Count
Yes	93.2%	55
No	6.8%	4
Comments on Alert System		21
answered question		59
skipped question		0

Number	Response Date	Comments on Alert System	Categories
1	May 10, 2015 3:55 PM	Excellent. I felt connected. Though I could not participate due to work, I was informed. Your news was faster than website and news. I had planned to participate on Saturday if Connor had not been found.	CAS
2	May 8, 2015 10:41 PM	Received via smartphone text, landline phone and email.	CAS

3	May 8, 2015 7:09 PM	It is very efficient and I received multiple different messages, one on my cell phone, a second cell phone, and in my emails.	CAS
4	May 7, 2015 11:31 PM	What do you mean, "No phone messages" I received 4 voicemail messages from 408-777-2489 all on 4/22/15: one @ 1:49 another @ 1:51 another @ 1:49 again another @ 1:50 I still have the 4 Voicemails on my phone if you want proof.	CAS
5	May 7, 2015 7:50 PM	It worked as expected	CAS
6	May 7, 2015 6:49 PM	This method worked pretty well after the first day. The biggest problem for me was that I could not report until after 5:00 p.m. on Tuesday, by which time the Sheriff's substation on De Anza Blvd. was closed and there was no note about where the ICP had been moved. Fortunately, I was able to contact someone by phone to learn where to report. Similarly, I couldn't report on Wednesday until about 1:30 and again I had to call the IC to learn where to report.	CAS
7	May 7, 2015 3:54 AM	I am new to the system, but am excited that I have an opportunity to work with other CERT and seeing them on the news.	CAS
8	May 6, 2015 8:28 PM	I do not turn on my cell phone (unless I am expecting guest speakers at my college classes). the messages were waiting for me when I checked a week later....(I have a "dumb" phone, so I only use the phone occasionally)	CAS
9	May 6, 2015 8:04 PM	Not true- I received multiple phone text and email messages. My home phone was also blitzed and my husband received messages even though he is not in CCC.	CAS
10	May 6, 2015 3:37 PM	It worked well.	CAS
11	May 6, 2015 2:53 PM	Excellent communication from you. Very appreciated how swiftly this was organized and sent out to us.	CAS
12	May 6, 2015 2:46 PM	2 phone messages about 5 minutes apart	CAS
13	May 6, 2015 2:12 PM	worked very well.	CAS
14	May 6, 2015 7:01 AM	Message were very numerous and repeated. Having more concise/short info, or referring to a voicemail to call and listen to/URL might be useful. Especially since in a search, infrastructure is operational to do that kind of thing. In a major event, less so.	CAS
15	May 6, 2015 6:02 AM	Great, but I received numerous phone messages also	CAS
16	May 6, 2015 5:39 AM	I did receive email messages. Did not received text messages.	CAS
17	May 6, 2015 5:34 AM	We received at least two phone messages, I think. The emails (for the most part) asking people to come out and search didn't give stop times, so it was difficult to know how to plan one's day.	CAS
18	May 6, 2015 5:23 AM	Efficient and quick	CAS
19	May 6, 2015 5:14 AM	Both email and text	CAS

20	May 6, 2015 5:14 AM	Text messages were very hard to read. Split up over multiple messages and arrived out of order. iMessage seemed to truncate the messages correctly, but dumb phones did not handle them well. Need shorter headers and shorter content.	CAS
21	Apr 27, 2015 6:36 PM	no phone call was received	CAS

Q 6 Citizen Corps Teen Search Feedback Request

What worked in your section?	
Answer Options	Response Count
	17
answered question	17
skipped question	42

Number	Response Date	Response Text
1	May 9, 2015 6:07 PM	Texting teams for health and welfare checks Giving teams individual maps of their search areas Radio communications
2	May 9, 2015 1:51 AM	Checking in large numbers of SUVs was a challenge. This was made tougher because we weren't sure what task they would be assigned. Alphabetizing the release forms helped checking SUVs back on their return.
3	May 8, 2015 10:52 PM	Traffic control into and out of Blue Pheasant parking lot.
4	May 8, 2015 7:11 PM	We passed maps and instructions
5	May 8, 2015 3:24 AM	Both the search and check-in/check-out worked well, as the errors on the earlier day was rectified.
6	May 7, 2015 8:00 PM	I was there only the first evening (the first call for activation was received at 15:30, I reported at 16:30). At that time the IC could not give us any useful information to aid in the search, we were told we could not even keep a copy of the missing boy picture, and if asked by neighbors/community what was our mission, we could not tell them !!! ... I understand that all of this was changed the next morning.

7	May 7, 2015 7:05 PM	I helped search only on Tuesday afternoon and we weren't permitted to show or leave Justin's photo, so the search felt somewhat superficial. I helped with check-in and check-out on Wednesday afternoon. The DSW forms were used for check-in, which in retrospect was probably not such a good idea, but it did speed things up. For check-out, we organized check-out lists by alphabetical groups and sorted the DSW forms alphabetically for faster processing and noted "Checked out" on the DSW forms. Frequently, one person checked out for several people and some did not check out at all. follow-up phone calls to those individuals had to be made and a few were not reached.
8	May 6, 2015 10:27 PM	Breaking up the city into logical search zones helped in dispatching searchers in likely hiding areas and add organization to the search dispatching process.
9	May 6, 2015 4:41 PM	Teaming one CERT with one CARES helped to expand the number of teams searching.
10	May 6, 2015 4:09 PM	The searches Wednesday and Thursday mornings were very well organized.
11	May 6, 2015 3:44 PM	The organization was really great. Checking went smoothly. I got my field assignment and team mate and we knew what to do. Checkout also went smoothly. Filling in the map to prevent redundant searching was a great idea. The radio control operator was very effective. Our raisins worked well keeping in touch with the command post.
12	May 6, 2015 3:04 PM	Radio communications was excellent.
13	May 6, 2015 2:19 PM	Followed specific Route. Briefed SUV search team.
14	May 6, 2015 6:10 AM	Not sure what section I was working. I kept in touch with the search groups via text messaging. It worked great.
15	May 6, 2015 5:54 AM	Everything
16	May 6, 2015 5:32 AM	Good teamwork across the functional,orgs (CERT, CARES, MRC)
17	May 6, 2015 5:20 AM	the map and knowledge of what was needed

Q 7 Citizen Corps Teen Search Feedback Request

What could be improved upon in your section?	
Answer Options	Response Count
	17
answered question	17
skipped question	42

Number	Response Date	Response Text
1	May 9, 2015 6:07 PM	A more streamlined way to fill out the team cards is needed. It took too long. It would also save time to give a briefing to more than one team at a time.

2	May 9, 2015 1:51 AM	When we have large numbers of SUVs to checking, have multiple lines, alphabetized. Be clear that they need to check out after their task and make sure they give a local contact person. Better communication so we knew what to tell the SUVs to expect after they were checked in.
3	May 8, 2015 10:52 PM	I consider walking of major streets of little value compared to window survey of neighborhood unless the stated value is to check public rest areas along public transportation corridors. Also need to ask via broadcast media for public to check for possible intrusion on private residential properties. Not observed
4	May 8, 2015 7:11 PM	More people could have joined in Need breaks every hour or two hours
5	May 8, 2015 3:24 AM	SUV check-in/check-out forms could have been designed even better with appropriate column headings.
6	May 7, 2015 8:00 PM	IC must clearly understand the mission and scope ... and must clearly communicate this to the troops.
7	May 7, 2015 7:05 PM	We should always use the standard volunteer Check-in form, but for such large groups we should arrange them in alphabetical groups and everyone should be told they must also check out. Alphabetical grouping speeds up the check-out process.
8	May 6, 2015 10:27 PM	Receive clearer communication from SO on CCC roles and responsibilities.
9	May 6, 2015 4:09 PM	We were overwhelmed with spontaneous volunteers on Wednesday afternoon at Monta Vista High. I knew that I needed to get names of all the searchers on "T" cards, but searchers refused. I should have insisted.
10	May 6, 2015 3:44 PM	I wanted to email a photo of an item we saw. Didn't know where I could email that. Maybe one person in the command post should volunteer to receive photos.
11	May 6, 2015 3:24 PM	Multiple teams search same businesses
12	May 6, 2015 3:04 PM	Search directions but they improved each day.
13	May 6, 2015 2:19 PM	Better briefing by the IC as to where to look and what was being covered by SUVs. No out of town places without agreements. Duplicate out of town with Sheriff.
14	May 6, 2015 6:10 AM	The search groups were numbered, but when a group returned, we had trouble finding out which group they were, so we could check them off the texting list
15	May 6, 2015 5:54 AM	Better interaction with CERT / CARES
16	May 6, 2015 5:32 AM	We never practiced this. Marsha was thinking of shifting away from focusing on events (earthquakes, floods, noises, etc) and focus on elements if the response. We should look at this.
17	May 6, 2015 5:20 AM	specific instruction in where to look in parks, and grounds

Q 8 Citizen Corps Teen Search Feedback Request

What worked in the overall operation that you observed?	
Answer Options	Response Count
	16
answered question	16
skipped question	43

Number	Response Date	Response Text
1	May 9, 2015 6:07 PM	Training, cooperation, and ingenuity of the Citizen Corps volunteers were the keys to making this work. CAS worked well.
2	May 9, 2015 1:51 AM	It definitely improved as we gained more experience handling large numbers of volunteers.
3	May 8, 2015 10:52 PM	Not observed
4	May 8, 2015 7:11 PM	The speed and participation of everyone
5	May 8, 2015 3:24 AM	Check-out was done on time. Check-out procedure was fast considering the number of people.
6	May 7, 2015 8:00 PM	The Citizens Corps volunteers acted very professionally and are a very valuable resource to the City.
7	May 7, 2015 7:05 PM	I was able to observe only part of the check-in process on Wednesday afternoon, but I was impressed that we got people signed in so quickly.
8	May 6, 2015 10:27 PM	Check-in and checkout. Organizing and dispatching search teams on Thursday.
9	May 6, 2015 4:09 PM	We had the supplies needed to perform the search and volunteers worked very well together.
10	May 6, 2015 3:44 PM	Incident commander, Operations, paperwork and radio control. Plenty of police and city people involved and most importantly lots of media coverage.
11	May 6, 2015 3:04 PM	Everything worked and it got better each day.
12	May 6, 2015 2:19 PM	Got a lot of areas searched and people out there.
13	May 6, 2015 6:10 AM	Very well done.
14	May 6, 2015 5:54 AM	Respect to command staff.

15	May 6, 2015 5:32 AM	Good creative thinking on the part of the CCC responders. Excellent adaptation to the changing mission.
16	May 6, 2015 5:20 AM	planning

Q 9 Citizen Corps Teen Search Feedback Request

What suggestions do you have to help improve our response?	
Answer Options	Response Count
	18
answered question	18
skipped question	41

Number	Response Date	Response Text
1	May 9, 2015 6:07 PM	<p>We need to do more planning and preparation for events other than earthquakes.</p> <p>To avoid the long waits for instructions at the beginning of the first shift, the CAS message could say to meet arrive within a certain window of time that's 30-60 in the future instead of "as soon as possible".</p> <p>We need to clarify the rules on whether members of the public must be signed in as DSWs and which paperwork is required.</p>
2	May 9, 2015 1:51 AM	Better communication between sections.
3	May 8, 2015 10:52 PM	See number 7
4	May 8, 2015 7:11 PM	Perhaps need more canopies to protect against the scalding overhead sun.
5	May 8, 2015 4:36 PM	Many people asked for flyers to post, a few businesses copied ours. It would be good to have more to give out.
6	May 8, 2015 3:24 AM	<p>Start time could have been managed better.</p> <p>Define roles (</p> <p>Proper guidelines on what should be done and what not. (Volunteer groups were sent in groups but they split up, searched or returned individually at times). This can be unsafe and dangerous.</p>

7	May 7, 2015 8:00 PM	<p>Clear objectives, clear guidelines.</p> <p>The mobile ICP is a must for non-ARK based command posts.</p> <p>Lots more clarification on the use of SUVs, our present guidelines are way too optimistic, thus not really useful in a big emergency where we will get lots of SUVs anxious to be of help.</p>
8	May 7, 2015 7:05 PM	<p>I had the sense that the Sheriff's Office wasn't very forthcoming with us, and several people asked why search dogs and/or mounted searchers had not been brought in. Clear communication between sheriffs (and firefighters) to the volunteer units helps the volunteers understand the whole situation and lets us know that we are helping and what we are doing is useful.</p>
9	May 6, 2015 10:27 PM	<p>If a school declares its grounds off limits to searchers, this means school administration assumes responsibility for searching the grounds diligently. MVHS failed us in this regard.</p>
10	May 6, 2015 4:41 PM	<p>Finding out who CCC works for and doing the planning of what and how to organize the operation before meeting the volunteers.</p>
11	May 6, 2015 3:44 PM	<p>I was really impressed by it all. For missing people the best thing besides searching is massive media coverage.</p>
12	May 6, 2015 3:24 PM	<p>Organize SUV's in teams with trained volunteers</p>
13	May 6, 2015 3:04 PM	<p>Plan / prepare to manage a large number of SUVs.</p>
14	May 6, 2015 2:19 PM	<p>SUVs not properly signed in. Under 18 not properly used as without parents. SUVs sent without CERT person. Improper forms used. Did not call for Mobile trailer. IC not trained properly.</p>
15	May 6, 2015 6:10 AM	<p>None</p>
16	May 6, 2015 5:54 AM	<p>CARES should be CERT trained and understand ICS fully and should act as a resource to CERT if this can't happen CERT should implement its own communications.</p>
17	May 6, 2015 5:32 AM	<p>See #7</p>
18	May 6, 2015 5:20 AM	<p>faster communication, more efficient in time</p>