
First Look / DPW Support Communications Exercise

Exercise Plan

Cupertino Office of Emergency Services

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Version 1.4



CUPERTINO

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Revision

Rev	Date	Comments
1.0	10/13/2020	Initial Draft
1.1	10/15/2020	Revision after AEC 1 st review
1.2	10/19/2020	Comments from KenE
1.3	11/2/2020	Final review

1 Exercise Plan

1.1 Background

1.1.1 Introduction

The Cupertino Citizen Corp (CCC), made up of the Cupertino Amateur Radio Emergency Service (CARES), Community Emergency Response Team (CERT), and Medical Reserve Corp (MRC), are teams of Cupertino residents who have volunteered their time and resources to support the city during an emergency.

The Cupertino Office of Emergency Service (OES) has developed methods and procedures that leverage this large volunteer pool for the purpose of supporting a city response. This effort is intended to integrate CERT, MRC, and CARES into a seamless response capability that can be deployed during times of emergency at the discretion of the City EOC Staff.

CARES proposed to Cupertino DPW an assessment of all roads within Cupertino. The intent is to jump-start the DPW response effort on arrival of DPW staff with a list of already-identified problems. To make this happen, CARES has developed a pilot set of tools and procedures for surveying all in-city arterials, connector, and residential streets, with the intent of reporting our findings to DPW. The results of this exercise will be reviewed with DPW to determine if First Look adds value to the City and should become a new mission element within CARES and Citizen Corps response.

This Exercise Plan addresses how we would execute on this procedure.

1.1.2 Terms

ARK:	City-owned shipping containers located throughout the city that are stocked with emergency supplies to support a field-based ICS field response. Staffed by Citizens Corps.
CARES:	Cupertino Amateur Radio Emergency Services; provides backup and emergency communications to the City.
CCC:	Cupertino Citizen Corps; the Cupertino OES designation for the volunteer pool made up of members from Cupertino ARES, CERT, and MRC.
CERT:	Community Emergency Response Team; trained in light search & rescue, disaster medicine, fire suppression, animal care, and Help Desk.
COVID-19:	Coronavirus 2019, SAR-CoV-2
DOC:	Departmental Operations Center.
DPW:	Department of Public Works
EOC:	Emergency Operations Center; the central command and control facility responsible for carrying out the principles of emergency management, or disaster management functions at a strategic level in an emergency situation and ensuring the continuity of operation of the City.

EOP:	Emergency Operations Plan. The document that describes the methods, procedures, and authority for coordinating resources and personnel of a jurisdiction in responding to disasters.
EXPLAN:	Exercise Plan. This document; provides the instructions, guidelines and organizational information to all participants for the conduct of a specific exercise.
FLA:	First Look Area. A specific selection of streets in Cupertino on which an FLA Assessment will be made.
FSE:	Full Scale Exercise. An exercise is as close to the real thing as possible. It is a lengthy exercise which takes place on location using, as much as possible, the equipment and personnel that would be called upon in a real event.
IAP:	Incident Action Plan.
ICP:	Incident Command Post. A temporary physical location used for the purpose of on-scene incident command and management at the tactical level.
ICS:	Incident Command System. A people management system with clearly defined roles and functions, and with attributes or system features that are flexible and adaptable to both large and small incidents and events.
IDR	Infectious Disease Response, used to refer to the IDR plan and protocols in place during the COBVID-19 pandemic.
MRC:	Medical Reserve Corp. Volunteers that supplement the existing emergency and public health resources
NIMS:	National Incident Management System. Federally mandated method of managing emergencies adapted from California’s SEMS.
OPAREA:	Operational Area. Intermediate level of government designed to support the local jurisdiction’s response to disaster by providing access to the resources of the county, other cities and the state.
SEMS:	Standardized Emergency Management System. California’s system for managing responses to multi-agency and multi-jurisdictional emergencies which includes the Incident Command System, Unified Command and the OpArea concept.

1.1.3 Types of Exercises¹

For the purpose of this document, CARES will use the following definitions when considering training activities:

Tabletop Exercise (TTX):	A tabletop exercise involves key personnel discussing simulated scenarios in an informal setting. TTXs can be used to assess plans, policies, and procedures.
Operations-based Exercises	Validates plans, policies, agreements and procedures, clarify roles and responsibilities, and identify resource gaps in an operational environment. Types of operations-based Exercises include: <ul style="list-style-type: none"> • Drill: A coordinated, supervised activity usually employed to test a single, specific operation or function within a single

¹ <https://www.calhospitalprepare.org/post/what-difference-between-tabletop-exercise-drill-functional-exercise-and-full-scale-exercise>, California Hospital Association,

	entity (e.g., a fire department conducts a decontamination drill).
Functional Exercise (FE):	Examines and/or validates the coordination, command, and control between various multi-agency coordination centers (e.g., emergency operation center, joint field office, etc.); does not involve any “boots on the ground” (i.e., first responders or emergency officials responding to an incident in real time).
Full-Scale Exercises (FSE):	A multi-agency, multi-jurisdictional, multi-discipline exercise involving functional (e.g., joint field office, emergency operation centers, etc.) and “boots on the ground” response (e.g., firefighters decontaminating mock victims).

1.2 Purpose, Goals and Objectives

1.2.1 Purpose

The purpose of this exercise is to test the Cupertino ARES tools and procedures for performing the First Look assessment.

1.2.2 Objectives & Measures

Objectives	Measures
1. Execute the response per the CCC IDR Plan protocols.	1. C469 is IDR compliant 2. Number of members willing to take solo or home buddy assignments
2. Execute the First Look Area assessment.	1. Survey all 142 miles of city and private streets within the City. 2. CARES can drive the entire City within 2 hours.
3. Report First Look Area findings to the DOC and DPW.	1. Field reports successfully rolled up to the EOC, DPW.

1.2.3 Concept

This will be a communications Operational Exercise based on a scenario involving an earthquake during a pandemic.

1. This is a test of a new process to determine its value to Cupertino DPW.
2. The drill will occur over a 3-hour period on Saturday 14 Nov 2020.
3. CARES responders will deploy from their homes.
4. All IDR Plan protocols will be in effect.
5. No actual public interaction is planned.
6. Voice message traffic will be informal, and based on completion to a task, discovery of a problem, or a trigger from the assignment scenario.
7. This drill will be coordinated on standard CARES nets.
8. Field Responders will be deployed either with Home Buddies or as solo assignments.

1.2.4 Exercise Schedule

All times are estimates. The schedule for the drill will be adjusted as necessary.

Saturday, November 14, 2020	
07:30	Drill begins. Retrieve C469, proceed to City Hall.
08:00	Begin C469 setup at City Hall per IPR Protocol.
08:45	Activate the CARES Resource Net; start taking check-ins and field assignment availability.
09:00	Briefing over the air
09:15	First Look assignments are made (previously distributed maps)
09:30	First Look Assessment begins
09:45	Teams report simulated incidents, area completions. As teams complete an area, offer another area to try.
11:15	End the exercise. Begin Demob
12:00	C469 is secured.

1.3 Artificialities and Assumptions

1.3.1 Artificialities

1. The Cupertino EOC will simulate staffing to Level 1.
2. Wired and cell phone services stop working immediately after the event occurred.

1.3.2 Assumptions

1. Comm 469 will be deployed to the EOC.
2. The DOC will be staffed and will set up inside the EOC.
3. DOC will also simulate command and control for the field activities.
4. County EOC will not be activated.
5. We will staff one operational period.
6. We respond with our current state of readiness and with whoever shows up.
7. Weather conditions are current. The drill will not be postponed in the event of rain.
8. No public interaction is planned or expected.
9. All information in the narrative is considered valid.
10. We don't have all the answers.

1.4 References

- City of Cupertino Emergency Operations Plan
- CARES Standard Operating Procedures
- CARES Task List v2.1
- First Look Area Assessment Maps, Assignment Master, Assignment tracking
- Field Communications Operations Handbook, CARES, Dec 2019

- Amateur Packet Radio Field Reference, CARES, Dec 2019

1.5 Exercise Control

This is an Operational exercise that validates our plans and procedures. It will be driven by scenarios and simulated conditions defined for each field response location.

1.6 Communications

1. Standard message passing procedures will be followed.
2. The CARES ICS-205 will be referenced.
3. Field Responders will check in from their home locations.
4. All radio communications will be followed by the phrase "THIS IS DRILL TRAFFIC"
5. In the event of an actual emergency, radio communications will be preceded with, "THIS IS REAL TRAFFIC".

1.7 Safety and Security

1. Safety and security issues will be handled in accordance with established policies and procedures.
2. For home deployments, the two-person rule (buddy system) is suspended.

1.8 Evaluation

Participants will have an opportunity to critique the exercise during a post-exercise debrief session after the drill. Email submittals will also be accepted as feedback on the drill.

All feedback will be consolidated into the exercise's After-Action Report.

1.9 Reports

An After-Action Report will be completed as a result of the critique and evaluation of the exercise

1.10 Public Information

1. No test messages planned for Radio Cupertino 1670 AM.
2. No press releases are planned.

1.11 Instructions to Participants

1. THIS EXERCISE IS NOT A TEST OF PERSONNEL!
2. This is a training exercise designed to test capabilities, procedures, and processes.
3. Actions and decisions should be consistent with the procedures and training that has been conducted.
4. REMEMBER, this is an exercise and NOT a test!

1.12 Open Questions

1. Determine the criteria for defining a First Look Area. KenE: this time it is basically go no go (windshield survey) until we get some additional training to some degree of Civil engineering standards.
2. If adopted, add First Look to the CARES or CCC Standing Orders
3. Resolve approach to handle ARK Level 2 activations
4. Resolve how First Look and ISA relate, if at all, KenE: and other assessment functions done by citizen corps, fire, so, dpw, etc.
5. Arterials, Collectors, Residentials
 - Major collectors, Minor Collectors, neighborhood connectors, and main street.
 - i.e.: Bubb is main street
6. Getting the overall CARES response priorities sorted out

2 Drill Planning

2.1 Before the event

2.1.1 OBJ#1: Execute the response per the CCC IDR Plan protocols

1. Dry run, test set up of c469 at City Hall, Tues, 10:00a ... ***DONE!***
2. Update Resource Readiness Report to include Home Buddies, Solo Assignments... ***DONE!***
3. Install Network upgrade, week of 8-Nov
4. Buy/Get List
 - a. CAT6 cable, qty 2, 50ft each... ***DONE!***
 - b. Extension cord reels, qty 2... ***DONE!***
 - c. ARP Antenna kits, qty 2... DEFERRED. Will use mast antennas

2.1.2 OBJ#2: Execute the First Look Assessment.

1. City Map with areas identified... ***DONE!***
2. First Look Assessment tracking form developed... ***DONE!***
3. First Look Process developed... ***DONE!***
4. Update standing orders to include FLA Assessment... KenE, Jim
5. Engage with the Forum CARES members to cover First Look and ISA on the Cristo Del Ray access roads... DEFER

2.1.3 OBJ#3: Report First Look findings to the EOC and DPW.

1. ...

2.1.4 Other work

1. Develop standing Earthquake IAP...
2. Develop ICS 204 Assignment Sheet, Earthquake, 1st Op Period...

2.1.5 Partner Reviews

1. Meet with Cupertino OES; brief them on the exercise plan; Ken Ericksen, Bob Cascone, Katy, Tom... ***DONE!***
2. Meet with Cupertino DPW; brief them on the exercise plan; Chad, Ken E... email sent to Chad

2.1.6 Injects

1. Identify 1 or 2 critical issues per each Assessment Area... will be at the discretion of each responder
2. Develop method to stagger the check-ins to make it more realistic... AI: Judy to define.

2.1.7 Planning Events

1. 15 Oct-2020: First reading, feedback of ExPlan, CARES... ***DONE!***
2. 20-Oct-2020; Dry run and test set up of c469 at City Hall... ***DONE!***
3. 22-Oct-2020: Second ExPlan reading, feedback, CARES... ***DONE!***

4. 27-Oct-2020: Introduction to CCC Steering Committee... ***DONE!***
5. 3-Nov-2020: Final reading, feedback of ExPlan... ***DONE!***

2.1.8 Training Events

1. 5-Nov-2020: CARES General Meeting, Topic: Drill Prep... ***DONE!***

2.1.9 Action Items

1. ...

3 Narrative

NOTE: *This scenario is based on what could be a plausible request for emergency communications support by the City. While strictly fictitious, its primary purpose is to support the goal of practicing communications traffic handling.*

14-Nov-2020; COVID-19 restrictions are still in place.

Saturday, 0600 PDT. Major earthquake shakes the Bay Area. This is considerable and from individual at home observations, there has been moderate damage. Fortunately, the timing of this resulted in almost no traffic on city streets.

End of Scenario.