After-Action Report
2008 S.E.T. – ISA check-out

Cupertino
ARES/RACES

1. Overview

Description:	2008 S.E.T. – ISA check-out
Event Date:	8-Nov-2008
Report Date:	30-Dec-2008
CARES Event:	CUP-08-040T
RACES Event:	CUP-08-040T
Control:	Cupertino ARES/RACES
Report Revision:	1.0 Final
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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

ARK:	Fixed position shipping containers 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.
ISA:	Infrastructure Safety Assessment, procedure performed by CARES to confirm the state of key structures throughout the city.
NCO:	Net Control Operator, may be indicated by M-NCO (Message Net) or R-NCO (Resource Net)
PSA:	Preliminary Safety Assessment, a home-based assessment that develops a quick snapshot of the state of the city based on the distribution of CARES members.
RRO:	Radio Room Operator
SCC	Santa Clara County; usually used in conjunction to references of County RACES, County OES, or County EOC.
SET:	Simulated Emergency Test, an annual drill sponsored by the City of Cupertino CA OES and hosted by CARES.

Introduction
CARES ran the 2008 S.E.T. as a full field communications deployment exercise to test updated processes specific to the CARES mission. The purpose of this exercise was to revisit several procedures and protocols that CARES uses to support its deployments.

The ISA procedure was the underlying scenario for evaluating other aspects of the response. Specifically, the three response activities that were exercised during this drill were: Net logistics involving message and resource management, Field Responder deployment, and Infrastructure Safety Assessment.

On 8-November-2008, the City of Cupertino authorized a CARES training activation under the designation CUP-08-040T. This report covers the activities undertaken by responding CARES members during this event and the subsequent findings.

ii. Type / Location of Event / Drill / Exercise
Event Type: City of Cupertino, CARES Training Activation
Event Identifier: CUP-08-040T
Event Name: 2008 S.E.T. (ISA Check-out)
Location: City of Cupertino

iii. Description of Event / Drill / Exercise

The following CARES objectives were developed for this exercise.
1. Test the second release of the EC (Response) Playbook
2. Test updates to the Infrastructure Safety Assessment (ISA) procedure
3. Exercise the Resource Net concepts and procedures
4. Use standard ICS and/or Cupertino OES documentation

All 4 objectives were in play, with the results described below.

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. Sixteen (16) CARES members participated.

The simulated event was an earthquake of significant proportion that warranted executing the ISA procedures. Start of Drill was established to start a simulated completion of the PSA and EOC Radio room staffing. There were no pre-drill conditions imposed on drill participants.

Once the drill was initiated, the CARES's planned response procedures and sequences were executed. This included:
1. Member check-ins. CARES members were requested to check into the CARES Emergency Net on TAC-1.

2. Field Response. CARES members were polled for their availability for a field deployment. Field activities were limited to EOC operations and ISA field activities.

3. Infrastructure Safety Assessments. CARES members where deployed to perform ISAs. All Santa Clara Valley Water District, Cupertino Sanitary District, and some San Jose Water Company assets were identified for inspection.

    CARES members that were available for a field deployment were dispatched to an parking lot adjacent to the Cupertino Post Office for ISA briefing and field assignments. KN6PE provided a field-based ISA training refresher given the number of new members participating. ISA assignments were made and members were dispatched to perform their ISA assignments.

CARES members were dispatched in teams of 2 to ISA assignment sites to perform the assessment. On completing an assessment, the results of each assessment were radioed back to the EOC. On completion of the final assessment, the field assignment was completed.

CARES established the Emergency Net for initial drill check-ins. The net was split into the Resource Net (TAC-1) and the Message Net (TAC-2) to support the drill scenario. Assignments were made on the resource net and the responders were tracked to their assigned location. On arrival, they checked out of the Resource Net and checked into the Message Net. When the assignment was over, they checked out of the Message Net and into the Resource Net to travel back home, to their next destination, or to wait for another assignment.

Performance against Objectives:
1. Test the second release of the EC (Response) Playbook
The EC Playbook is a collection of information on people, scenarios, deployment sites, etc. designed to support the Shift Supervisor. The updates were validated and assisted in speeding the field deployment. Further improvements will identified and will be incorporated as required.

2. Test the Infrastructure Safety Assessment (ISA) Process
This was the 3rd year that CARES exercised this process. The ISA process was further refined to reflect what may the reality of resource availability, time to perform the ISA, and need for timely reporting of ISA status. Like last year, this procedure worked well; additional work was identified that needs to be performed to further enhance the ISA effectiveness. See the recommendations section below.

3. Exercise the Resource Net concepts and procedures
CARES operated in a 2-net structure on opening the EOC. Lessons learned from last year's SET and subsequent drills were applied with positive results. Overall net operations were reported as smooth and efficient. Hand-offs between the Resource Net and Message net occurred without problems.

4. Use standard ICS and/or Cupertino OES documentation
Where standard CARES forms were used, data collection appeared to go smoothly. With a focus on documentation, extra forms were made available to field teams to further promote their use. As a result, the information captured was more consistent across the event as compared to previous drills. See the recommendations section below.

The drill ran for about 3 hours. A debrief was held afterwards with all participating members.

iv. Chronological Summary of Event / Drill / Exercise
All events took place on Saturday, 8-Nov-2008. All times listed here are in local time. This summary is a compilation of submitted ICS-214s, net control logs, and other logs.

Time	Description, Note, Comment
0845	EOC open for the drill. Initial EOC Staff check in: K6TEN KD6QPP KD6TQJ KF6UVS KN6PE
0903	Drill Begins. Check-ins taken for the following (30 minutes): AA1Q AI6CC K6EBN K6FJC KC6TVO KF6RZR KG6HRU KG6OGA

Time	Description, Note, Comment
	KG6QPT
	KI6GXV
	KI6LDM
0914	KN6PE dispatched to Cupertino Post Office for ISA Assignment
0930	Report to EOC that Command Radio signal was weak
1005	ISA-4 assignment received
1007	ISA-2 reports on Water123, Water124, San52, San47, San53; next 70 minutes
1020	ISA field responder briefing complete; all assignments made ISA-1… AI6CC, KC6TVO ISA-2… KG6QPT, K6FJC ISA-3… AA6Q, KI6QXV ISA-4… KG6OGA, KI6LDM
1025	ISA-4 reports on SAN50; condition normal
1030	ISA-1 assignment received
1030	ISA-4 reports on Water 121; condition normal
1040	ISA-3 reports on SAN 59
1040	ISA-4 reports on Water 122; condition normal
1045	ISA-1 reports on SJW6
1050	ISA-3 reports on Power 45
1055	ISA-4 reports on SJW 12.2; condition normal
1100	ISA-3 reports on SAN58
1100	ISA-1 reports on SJW8
1105	ISA-4 completed assignment
1105	ISA-1 reports on SJW9a
1107	ISA-3 reports on SAN57
1110	KN6PE returned to EOC
1116	ISA-1 reports on SJW10
1120	ISA-2 returned to EOC
1124	ISA-1 reports on SJW7
1125	ISA-4 returned to EOC
1130	ISA-3 returned to EOC
1140	ISA-1 returned to EOC
1145	Drill ends. All nets secured. Begin Debrief
1255	Debrief complete

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

Not required for this event.

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

Cupertino Office of Emergency Services (OES)
Marsha Hovey, Cupertino OES Director; Event number was pre-assigned; contact with the OES Director was also made during the drill to provide an update on the event status.

Communications Systems. The CARES TAC-1 frequency was used as the Resource Net. The CARES TAC-2 frequency was used as the Message Net. There was significant interference from County Fire on CARES TAC-1. This problem is currently under investigation.

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.

What worked?
▪ Handouts at the ISA briefing site.
▪ Photos embedded in the ISA assignment sheets are helpful.
▪ Completed 4 of the 8 ISA assignments.
▪ No Health & welfare checks.
▪ Resource net: good switching of frequencies.
▪ Ran low power on TAC-1 during the event.

What didn't work / needs improvement?
▪ ISA briefing was long, the field went quiet.
▪ Participant determined needed a longer antenna; one watt is not enough.
▪ What to do if freeways are impassable.
▪ Two ISA locations were on private roads… what is the policy for proceeding?
▪ Some water asset locations were not clearly identified.
▪ No reception from the SAN57 ISA location.
▪ One member did not check out of the net.

Recommendation
Documentation
Where standard CARES forms were used, data collection appeared to go smoothly. Forms were made available to field responders at the time of the ISA briefing. However, not all responders had forms on hand.

1. Identify, publish, and encourage CARES members to have specific CARES forms readily available as part of their go-kit. This "admin" package should be part of the CARES go-kit check-out.
2. Hold a Forms review at a future CARES orientation meeting.
3. Work with City OES on clarifying the use of the recommended SCC Message Form ICS-213.

ISA Procedure
The central ISA briefing and dispatch point worked reasonably well. A sample of SJW and CuSD assets were assessed, with some assets not being able to be located.

4. Schedule an event to visually locate each ISA asset. Recommend updates to the respective ISA packages as necessary.
5. Identify and make appropriate notations in the ISA Assignment sheets and the EC Playbook on any deployment requirements that should be noted (i.e.: water entry required; requires physical effort, steep grade, slippery when wet, etc.).

Radio Room Equipment

6. Work with City officials to understand the interference problem we are experiencing.

12/1/08 UPDATE: Subsequent investigation revealed that cause of the interference being (i) the wide receive front-end of the Kenwood G707 transceivers and (ii) an interaction of the City's AM Transmitter's 4th harmonic mixing with the County Fire frequency. CARES is now working with Cupertino City Channel on a means to remediate this problem.

viii. Training Needs
1. Forms Review. Review the requirements for paperwork to support an event.
    Planned for January 2009.
2. GoKits and "admin" packages. Review methods for managing the paperwork in the field;
    integrate as part of the GoKit reviews. Planned for February 2009.

ix. Recovery Activities (as applicable)
Recovery activities were limited to immediate reset and re-stocking of all EOC deployment forms and ISA packages.

x.   References: Maps, charts, training materials, etc.
The following material was developed and provided as part of the Volunteer Briefing Packet:
*   Event Summary
*   Scenario Sheets
*   ICS-214 Unit Logs

End of Report.