

# After-Action Report

## Fourth of July Fireworks



Cupertino  
ARES/RACES

### 1. Overview

**Description:** July 4<sup>th</sup> Fireworks  
**Event Date:** 4-July-2005  
**Report Date:** 14-July-2005  
**CARES Event:** CUP-05-09T  
**RACES Event:** XSC-05-04T  
**Control:** Cupertino ARES  
**Report Revision:** 1.3  
**Submitted By:** Cupertino Citizen Corps under the Division Leadership of Cupertino ARES/RACES:  
 Jim Oberhofer/CARES EC  
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 Marsha Hovey/OES EC, Event Planning/Intel  
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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)."

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

### i. Introduction and Background

For a second consecutive year, the City of Cupertino (City) requested communications, logistics, and first aid support from Cupertino Citizen Corps during the 2005 Cupertino Fourth of July Fireworks event. To staff the event, Cupertino Emergency Coordinators activated the Cupertino Amateur Radio Emergency Service (CARES), the Cupertino Community Emergency Response Team (CERT), and the Cupertino Medical Reserve Corps (MRC).

From April through June, the Cupertino Department of Parks and Recreation held 3 event planning sessions and one walk-through of the sites for city, emergency services, and citizen corps event staff. Due to the staffing levels required to fill 31 field stations, a request for Mutual Aid was submitted, on 6 May 2005, to the Santa Clara County OES for RACES Amateur Radio Operators to supplement the CARES volunteer pool. Additionally, the City CERT coordinator contacted neighboring cities that maintain active CERT membership to solicit volunteers.

On 4-July, the City initiated a RACES Training Activation under the designation CUP-05-09T.

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

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

Event Type: RACES Training Activation  
 Event Identifier: CUP-05-09T  
 Event Name: Cupertino 4<sup>th</sup> of July Fireworks  
 Location: City of Cupertino

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

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

To maintain the security of the launch site and ensure the safety of the public, the Cupertino HS campus was closed between 6 p.m. and 11 p.m., as were the following adjacent streets:

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

Event resources were provided from the following organizations:

1. Cupertino Department of Parks and Recreation: About 40 full-time and seasonal staff members were responsible for overall event control, coordination, venue setups, and perimeter control.
2. Santa Clara County Sheriffs Office (SO): About 40 Deputies and SO Volunteers were responsible for overall event security and general law enforcement.
3. Santa Clara County Fire District: 2 Engines were positioned adjacent to the launch site and were responsible for fireworks safety.
4. CARES and County Communications Mutual Aid Responders (MARs): Responsible for maintaining communications with all volunteer security teams and viewing location staff. Twenty-four amateur radio operators responded from the following cities:
 

Cupertino	13
Campbell	4
Mountain View	4
San Jose	1
Sunnyvale	3
5. Cupertino CERT: Teamed with CARES members on security teams. Nine volunteers responded from the following cities:
 

Cupertino	8
Mountain View	1
6. Cupertino MRC: Responsible for event first aid. Nine volunteers responded from the following cities:
 

Cupertino	7
Campbell	1
Saratoga	1

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

All events took place on Sunday, 4-Jul-05. All times listed are in local time. The summary is a compilation of net control and individual volunteer staff logs.

<b>Time</b>	<b>Description, Note, Comment</b>
1500	Cupertino HS cafeteria. Division Leader, CARES Event Operations Lead, and Vince K6TEN, and Greg KG6PHO arrived and set up net control and radio antenna at the Event Command Post.
1530	CARES, CERT, and MRC, Incident Command volunteers arrived and set up check in/registration.
1600	<p>First volunteers arrived. Safety Officer handed out event parking passes to arriving volunteers in the driveway of the volunteer parking lot.</p> <p>Registration volunteers administered the following sign-in process for all volunteers:</p> <ul style="list-style-type: none"> <li>• Visually checked for appropriate Citizen Corps identification.</li> <li>• Monitored volunteer check-in on an appropriate Sign-in Log (ICS-211B, one each for Com, CERT, and MRC).</li> <li>• Monitored volunteer sign-in on a Disaster Service Worker Registration Group Sheet (SCCOES DSW-F2).</li> <li>• Each volunteer printed his/her name on a T-CARD (tracking card) and returned the card to administrative staff (T-Cards were then periodically collected and handed to the Division Leader who positioned them in post slots).</li> <li>• Handed out an event identification tag and briefing packet (this included an Individual Log form ICS 214a-OS).</li> </ul>
1715	<ul style="list-style-type: none"> <li>• Sign-in completed. Volunteers are called to briefing area.</li> <li>• OES EC Marsha led all volunteers through a recitation of the DSW induction oath.</li> <li>• Division Leader Allan briefed volunteers, and assigned posts and Group Leaders. All questions were answered as best possible.</li> <li>• A CERT volunteer assigned FRS radios and back-up batteries to Group Leaders.</li> </ul>
1720	Volunteers are deployed.
1730	NE corner CHS, and Sedgwick MRC: On station.
1735	Sedgwick School: On station.
1749	North Rover: On station.
1750	Hyde Jr. High School: On station, checked in with park and rec leader, did walk-around familiarization.
1751	Sedgwick School: Group briefing completed.
1752	Sedgwick MRC-2: On station.
1753	Phil and Finch: On station.
1757	Tantau Traffic: Street barricade in place.
1805	Stevens Creek Traffic: Finch closed with barricades. High School South: Attempted to check in, not able to reach anyone, only able to monitor. Resolved by Safety Officer.
1801	Stevens Creek Traffic: Sheriff arrived at Finch. High School South: On directions from net control, checked in via FRS with Tantau Traffic.
1811	Phil and Finch: Can neighbor remove barricade at Phil and Finch?
1815	Hyde Jr. High School: Completed walk-through, start to man and layout MRC station.
1820	Phil and Finch: Deputy on site.
1825	Hyde Jr. High School: MRC station set-up completed.
1830	Tantau Traffic: SO Deputy arrived. Sedgwick School: Took a stroll around the campus to get familiar with streets, entrances, parking lots, directions, etc.
1900	Net Control roll call. Sedgwick School: Asked people to take dog home (two incidents).

<b>Time</b>	<b>Description, Note, Comment</b>
	Sedgwick School 2: Little boy named Gautam lost and crying with his bike. We waited, walked towards gates, found his dad! No problem!
1910	High School South: Attempted to raise Tantau Traffic on FRS. No luck. Advised Safety Officer
1918	Sedgwick MRC-2: Reassigned.
1924	High School South: Received and successfully relayed message from net control to have Tantau Traffic return to command post
1925	Creekside Rover: Two citizens warned about bringing three dogs into Creekside. They complied.
1930	Hyde Middle School: Observed school gate to field open and reported it to a deputy. The deputy later confirmed that the deputy patrols opened it for drive-through.
1950	Creekside staff requested another person with two dogs take them home. The person complied.
2000	Sedgwick: A man fell, arm bleeding, applied bandage.
2010	Sedgwick MRC: Applied Band-Aid to treat a child's cut.
2015	Sedgwick School: Estimate 300-400 people. Hyde Jr. High School: perimeter patrol.
2020	Vehicle lockdown for residents starts on Finch. Phil and Finch: Street closed to all traffic. Creekside Rover: Lost child. Rover took description, called the info to other staff via FRS radio, and helped mother search the playground, and park and rec tent. Rover loaned the mother her cell phone. Mother phoned the child's father—no answer. Rover called the missing child description into net control.
2022	Sedgwick—lost child found (she had gone with her father). Rover notified net control and FRS venue staff.
2030	Creekside MRC: cleaned and bandaged one paper cut.
2035	Creekside Rover asked parks and rec for a plastic trash bag on behalf of a senior citizen who did not bring a jacket. His daughter was going to make a windbreaker out of it for him.
2045	Hyde Jr. High School: Assigned teams dispatch to rover assignments.
2049	Net Control Received: Request for help at Stevens Creek and Finch.
2054	Vallco 3: One-third full at Vallco.
2055	Creekside 2 and 3 reported to Rover 1 that bridge lights had come on, but agreed to continue with their plan to guide people out with flashlights when fireworks were over.
2100	Sedgwick School: Estimated 800 people.
2106	Vallco 1: Reported west side of Finch filling up.
2109	Net Control Received: Vallco Full
2112	Net Control Received: Report of kids on bikes north of fence.
2115	Net Control notified all stations fireworks would begin in 15 minutes. Vallco 1: Noted that Finch is filling. Phil and Finch: Street closed to pedestrians.
2124	Sedgwick 2 to Sedgwick 1: Lost dog reported.
2125	Creekside Rover 1: Saw two Piccolo Petes go off in south field. Walked to and stood in the area. No more Piccolo Petes went off.
2130	Fireworks began. Sedgwick School: Estimated 1200 people.
2140	Cupertino South: Residents shot off their own fireworks, across the street from the fire engine. High School South: Reported air fireworks not from official launch.
2147	High School South: Signed off the air.
2150	Phil and Finch: When can residents go through? Net Control Response: When Fire Marshall announces all clear.
2155	Fireworks completed. Hyde Jr. High School: Citizens start exit from Hyde ball fields. Sedgwick MRC: Station secured, checked out.
2200	Creekside Rover 1: Shone flashlight on beginning of bridge—huge crowd bottlenecked. Took 12 minutes for them to clear—everyone orderly.

Time	Description, Note, Comment
2205	SW High School: Deputies stepped in at Finch and Tilson to redirect traffic down Barcelona. Hyde Jr. High School: Equipment packed up, station secured, staff checked out.
2208	SW High School: Traffic coming from south of Finch and Stevens Creek and from church parking lot.
2210	Creekside Rover 1: Station secured, checks out.
2212	Hyde Jr. High School: Hyde Rover finished.
2214	Tantau Traffic: Barricade removed. Returning to command post.
2215	Per Tom Walsh via com: Okay for all vehicle traffic to be released. Do not let pedestrians into the fallout zone. Stevens Creek Traffic: Removed barricades at Steven Creek and Finch.
2223	Hyde Jr. High School: Returned gear to command post. Checked out.
2225	Phil and Finch: Secured station. Hyde Jr. High School: John Lucas returned supplies to Vallco and returned to Command Post.
2226	Creekside Rover 1: Turned in equipment and checked out at Command Post.
2230	NE corner CHS: secured station, checked out. CARES Net is secured.
2235	Secured from RACES Training Activation

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

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

Not appropriate for this event.

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**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)**

OES Emergency Coordinator, Marsha Hovey, supported and worked the event in tandem with Citizen Corps IC staff.

**Santa Clara County Sheriff's Office**

Citizen Corps staff provided directions, information, and a few briefing packets to deputies. CARES and Planning and Intelligence established an information flow between CARES Net Control, Volunteer Groups, SO, and P&R.

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

**MRC.** MRC volunteers staffed three first aid stations. No MRC report was received.

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

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

Repeater coverage was satisfactory throughout the event for all staffed locations. Any transmission difficulties were attributed to HTs malfunction or the use of HTs positioned too close to the operator resulting in unintended power absorption.

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

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

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

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

### **What worked?**

#### Preparation

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

#### Execution

- Good organization moved volunteers through the registration, DSW swear-in, briefing, assignments, equipment assignments, and deployment in a professional and timely manner.
- Command Center structure ensured a common point for information gathering and dissemination.
- The information and maps in the Citizen Corps Briefing Packet was used for volunteer staff, for aiding the public, and by deputies.
- The photographs supplied by Parks & Rec were invaluable.
- K6FUZ repeater was reliable with good coverage
- Excellent teamwork between volunteer organizations.
- Relaying traffic between Amateur Radio and FRS nets worked well.

### **What needs improvement?**

#### Event Policy Management:

- Determine staff under- and over-saturation points.
- Need clear and easily executable instructions from the Sheriff on times residents are allowed beyond barriers, or SO presence at all barricades.
- Tabletop Planning and Intelligence forms and information flow. We lack a functioning model to collect, monitor, post, and distribute situation status information.
- Clarify IC structure for communications with Fire and Parks and Rec. Who relays the "All Clear" after the fireworks, and by what chain of communications?

#### Safety

- Fallout came down on the SE corner of Cupertino HS.
- The Church driveway across from Cupertino HS on Finch needs to be barricaded and staffed until fallout has been cleared.
- Block the backside gate (on Sorenson Avenue) to Fontainebleau Apartments.
- What can be done to alleviate another 12-minute bottleneck at the Creekside pedestrian bridge?
- Equipment and clothing checks needed for Citizen Corps volunteers and a plan to handle infractions. We saw shorts and open-toed sandals.
- Request SO traffic control in the Rose Bowl after fireworks.

#### Volunteer Resource Management and Procedures

- Develop a deployment form (or expand the ICS 214a-OS form) for volunteers on which they may record their check-in/check-out times, team identification number, post location, whether they are a group leader and the number of team members they are responsible for, as well as any equipment their

team is assigned. This form would provide an alternative to faulty memories and point out any discrepancies when paired with the IC T-Cards at event's end.

- Develop pads with revised "Amateur Radio Emergency Service Field Identification Information" forms as used at The Human Race.
- Assign the Net Control operator a scribe to insure an accurate net log.
- Assign group leaders for Cupertino HS field staff to alleviate bottleneck in Command Post at check out.

#### Communications

- Provide clear tactical call signs to all communication volunteers at briefing.
- Provide example exchanges between communication volunteers and net control to insure proper use of tactical and FCC call signs while passing traffic.

#### **Recommendation**

Road closure and parking were again a point of difficulty this year. Residents arriving after the 6:00pm road closure created possible conflicts between themselves and those assigned to monitor the closure. Although there were no incidents, CERT/CARES offer the following recommendations:

#### Street Closures

Put up street barricades later than 6:00pm- i.e. at 6:30pm, after the Sheriff Deputies have been briefed and assigned. Do not barricade until Sheriff Deputies are at road closures. SO presence adds authority to closure that cannot be enforced by CARES/CERT/CPRD personnel.

#### Policy for allowing entrance to Closed Streets

1) Streets are closed to non-resident vehicle and non-resident foot traffic at 6:30pm. People wishing to pass traffic barricades be required to show proof of residence in closed areas. Sheriff Deputies and CARES/CERT/CPRD need map of area with street names (or alphabetized list of street names in the area).

2) Streets are closed to resident vehicle and resident foot traffic at 9:00pm, providing street lockdown.

#### Rose Bowl Parking Lot

Station Sheriff Deputies at Rose Bowl for traffic control immediately following the show. The traffic light at the Rose Bowl driveway allows only a few cars at a time and creates a traffic jam.

#### **viii. Training Needs**

1. Record-keeping. Need to provide training on the use of the ICS214a form for event tracking.
2. Develop training drills to help Citizen Corps volunteers properly assess field incidents and then to relay details; and to assist net control operators in how to better probe for specific details and support to an agitated volunteer in the field.

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

Recovery Activities were limited to command center shutdown.

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

The following material was developed and provided as part of the Volunteer Briefing Packet:

- Event Summary
- ICS-205 Incident Radio Communications Plan
- ICS-214 Unit Logs
- Aerial Maps of all sites
- Phonetic Alphabet

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**Appendix A – Feedback Comments**

The following detailed feedback was received from CERT, CARES, and RACES Mutual Aid responders. Sixteen volunteers responded. The comments align with the following 11 topics:

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

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

[2] The event went well... The public was served, entertained and protected. I was impressed.

[3] Overall, I thought it went quite well. Lots of people showed up, the event seemed to go smoothly (I wasn't aware of any major snafus), the fireworks were quite pretty if not terribly inventive, and the after-event clear-down went well.

[4] Overall, I thought the event was surprisingly well planned & executed. From my perspective, there was no chaos (other than expected, local stuff). Congrats to the planners for being able to put together a package us non-locals we could use for the event. The information was useful to me, the Sheriffs, and the general public. It seems there were minimal issues.

[5] Overall, I think it was very good. Well-conducted, interesting and good participation event. Thanks for "signs" everywhere. Also, pre-assignment of work seems to have worked (except they missed me!).

[10] I think the city did a very good job, but I think the assignments and street closers can be done an hour later. There was a lot of idle time and we were on station one hour before the deputies.

[11] The whole thing seemed remarkably well-organized! There seemed to be plenty of sheriffs, CERTs and radio people for the event. Decentralizing the viewing areas was a great idea and probably helped alleviate the traffic problems of former years.

[14] City did very well. Had lots of good comments from those who attended.

[15] Overall, the event went very well with no trouble reported at any of the venues.

**2. RACES Event execution (how you think the ARES/RACES teams did)**

[2] This also went well. I was very impressed by the packet which gave us all the information which we needed. The ambiguity in the distribution of tactical call signs at Sedgewick was handled well.

[3] Good marks in most respects. Initial deployment and check-in, roll-calls, status info and QSTs, and checkout went well. One major point of exception is noted under [7].

[4] Also, very well. I was very pleased you thought of relief for us out in the field.

[10] Ok, but I would do an overall meeting shorter and break into tactical groups to share information and answer questions before going to the site.

[2] I could hear the radio traffic the whole time. The net seemed to operate very smoothly. I think all the radios were working properly.

[13] I operated net control at the end of the event, while traffic was departing the venues and parking spaces. The sheriff's office commander sat at the same table as NCS. As the reports came in, he heard them live. We had the full city map on the table adjacent to us. Another CERT member would show the commander on the map what the report was relating to, and the commander would dispatch a deputy. This worked out well. Our roll of being eyes for the Sheriffs office seemed to work.



[14] Very good. At Sedgwick we had lots of interaction with Parks & Rec, Sheriff & MRC.

[15] The individuals showed a high degree of professionalism in their radio manner and reporting.

### **3. MRC Event execution (how you think the MRC teams did)**

[2] I was away from the MRC teams and therefore cannot comment.

[3] No comments... we didn't have one at the Rose Bowl and didn't (as far as I know) have any need at all for first aid support.

[11] The MRCs at my venue were well-prepared and very visible. They had only one or two cases at my venue, as I remember.

[14] On duty all night even though no incidents.

[15] As far as I know, the MRC teams did not report any incidents which was good and I only heard them as part of radio Health and Welfare calls.

### **4. CERT Event execution (how you think the CERT teams did)**

[2] I think the CERT teams did their job well.

[5] Good. Thanks to Allan, Marsha, Leslie, Greg and whoever else was involved in planning.

[11] We had one CERT person at my venue who was with the MRC people and available to the public.

[14] Confused about role of CERT. We used CERT as partners with CARES.

[15] There were very few CERT volunteers as teams.

### **5. Event Planning**

[2] The first thing that impressed me was the web availability of the communications plan (v1.6). I will keep it and the revised document for future reference.

[3] Seemed good from what I could see of it as a MAR responder.

[3] The pre-event walkthrough on Wednesday was extremely helpful... I was at the Rose Bowl, but could visualize where everyone else was and could interpret their messages about their locations and situations because I'd been shown everything.

[3] It sounded, from what I heard, as if detailed information about the road closures, and who could and could not go into which areas via what conveyances at whatever times, was not circulated as broadly as might have been. The road signs said "Expect delays July 4," but did not say "This area will be closed to the public between 8 PM and 10 PM on July 4."

[4] Excellent. It would be helpful to identify parking on the maps. Either parking lots (Vallco) or residential, or other. There were a lot of people from "outside" Cupertino. I heard Channel 11 "advertised" the event for you on the news.

[5] Good. Maps could have been clearer. Also, we should have put details on which streets and intersections were going to be closed for traffic.

[7] The overall event planning was excellent by all, Cupertino Parks and Rec., other agencies, and CARES. Allan did a fine job at making sure all loose ends were taken care of. With K6TEN, we had the 2 stations up in less than an hour. That included the table set up for net control, and 2 antennas on masts. We did not use the Cupertino simplex channel. It was back up only, but no event required its use. The check-in planning and logistics were very good. Overall the event went without a hitch.

[8] I feel the affair last night went great. It was very well put together. Allen did an excellent job. The box performed great as net control center.

[9] Allan did a great job.

[10] Overall very good. The deputies, Park & Rec staff on our station didn't know

a) time to close the street to traffic

b) time to close to pedestrians

c) when to open the street

d) Closer of other roads on Phil Ave.

[11] It was really well-planned. I think the plan should remain the same for next time because it worked out so well.

[14] Lots of hard work that paid off.

[15] Communication Plan was essential in helping volunteers know what to expect. Several Mutual Aid people commented that it was helpful to know what the time line was and having the maps to show people.

[15] Walk-Through with volunteers is needed. It gives the volunteers a preview of what to expect on the night of the event, specifically timeline, orientation to venues, viewing venues and possible assignments. Also provides a deadline for preparing the maps/summary sheet basis for the event information package.

[15] CARES/CERT need to coordinate closely with Cupertino Parks and Recreation Department (CPRD) early in the planning process for personnel and type of personnel locations. Identify where the key communication points need to be. The variable here is the number of Communication people. Although the event positions are now well defined (after two years of staffing), meeting and talking with the CPRD staff helps the communications.

[15] Planning volunteer Positions - Need 3 scenarios - minimal number of volunteers, just right and extra volunteers. For this event, the number of radios is probably the most important planning criteria. CERT people can be paired and use FRS to talk to the MRC base at the venue (e.g, Creekside). This frees up the communication people. There are a large number of Parks and REc people at all points around school and at venues which covers the requirement of the comm person not being alone.

## 6. Resources and Logistics

[2] This was handled very well, very flexibly

[3] Generally good, with a couple of minor exceptions. At the Rose Bowl, the Parks & Recreation staff ended up spending a lot of time directing traffic in and out of the lot. They had flashlights, but did not have reflective vests or other safety gear, and I didn't get the sense that they had received training in traffic direction and safety. The CARES lead and I were concerned about the risk of a fender-bender (especially during the post-show exodus) and made a couple of calls to request that a SO deputy be dispatched to help handle traffic. He did arrive, but only after about half of the lot was emptied.

[3] The exit onto the parkway is a serious bottleneck. The normal light timing only allows 3-4 vehicles to exit before turning red. I spent some time standing by the traffic light pole, punching the "pedestrian crosswalk" button - the ped-walk signal extends the light timing by 3x or more and helped give people time to drive out of the Bowl.

[3] When the deputy arrived he put the traffic light on four-way red-flashing, and directed traffic out of the Bowl manually. This helped a great deal... only took about 10 minutes to get the second half of the cars out.

[3] I recommend that in the future, a deputy be dispatched to this location for traffic control as soon as the fireworks end.

[4] Seemed well planned. Next year, you should anticipate crowds arriving about 20:00 and send backup 10 minutes prior to the major intersections. When they came, it was all at once and was non-stop till 21:15.

[9] The T-cards at Net Control are very useful.

[9] Some field positions were given a 10-minute relief period during the shift by sending a rover to each location in turn. When arranging the T-cards for such positions, leave an empty space above the position title card. The card for the relieved operator can then be placed above the title card while they are away from the post for that short period. This keeps the card associated with the location so that it can easily be put back into the correct active slot when the operator returns (replacing the rover card that was placed there for the relief period).

[10] Overkill on our station (Phil & Finch). We had 2 deputies, 2 parks & rec and 2 radio operators.

[11] We had everything we needed. Our FRS radios worked well throughout Creekside Park.

[14] Did not use the FSR radios at Sedgwick.

[15] Sign-in Process was well defined but didn't quite work as expected. The signs for Sign-in were very clear and useful.

[15] Changes in Sign-in process and causes were:

[15] Signs to check-in were moved to the larger parking lot since the small parking lot in front of the cafeteria was quickly filled. Needed a person to direct volunteers and give them parking passes so that they would not have to put them in later.

[15] 5 to 10 volunteers arrived much earlier than the advertised 4:45pm sign-in. I believe that they were there by 4:15pm. Lesson - There should be a resource person available before anyone else arrives to sign in all volunteers. This means signing in set-up crews as well as early arrivals.

[15] Marsha decided it was easier to have every volunteer sign a DSW for Cupertino and swear them in, so that there is no question of who is covered. Required all to fill out the form. This did not appear to be a significant change that created any problems.

[15] CARES Event Staffing is a pivotal effort in making the event successful. As soon as the first event meeting is announced, the event staffing effort needs to start. Event Lead should have a plan and schedule for going onto SPECS net, SVECS net and any individual city nets to advertise the event. I didn't get onto San Jose Net and should have in case the EC/AEC did not announce the event.

[15] Command post needs Relief people to help relieve the Communication people at fixed posts around campus and traffic posts. Need at least two people (note, Tyler Flavell, Kevin and Chris fulfilled this requirement).

[15] T-cards - where do we put cards of people in transit? E.g. Safety officer in transit between venues. How do we know that the person is in transit and going from where to where? The question is to ask where anyone is at any time and know where they are. This should include MRC and CERT people also. An in-transit t-card area?

## 7. Radio operations

[1] Open VOX - One operator had an open VOX. Net control advised the net of this and it got fixed.

[1] Preamble on key up - handled well for the most part; remind everyone to key for about 1 sec to not only open the repeater but also open the battery save function on many handpacks.

[1] Readbacks - can be a bit tighter and used more frequently.

[1] Simplex on 147.105 - one unit was operating simplex no tone on the repeater output frequency. Net control could hear them but nobody else could. I verified this by testing while they were transmitting.

[1] Muffled audio - one unit had very muffled audio.

[1] ID times - Net control should make sure to ID every 10 minutes.

[2] The main net seemed a trifle noisy, but I have little to compare it with. There was a message which I wanted to send to the Sedgwick team which seemed inappropriate for the main net, but I didn't see the alternatives.

[2] Some of the tactical names which were good on paper, were harder to identify on the radio. These were the ones based on street names. I liked the fact that I could immediately identify their location from call alone, but their similarity to other calls made them harder to pick out. At least one was changed during the event to something easier to recognize.

[3] Generally good, with a couple of exceptions. Initial check-in and tactical call sign assignment went fairly well. I had the impression that the first net control operator did not have a list of the call signs of those expected to be dispatched, or their assignments, as he asked for call sign repeats a number of times.

[3] Repeater coverage was excellent in our area - I never had a problem hearing the repeater or bringing it up. Signals for several operators were consistently weak and scratchy - those in southerly locations seemed most affected - and perhaps these folks should have been asked to boost power.

[3] I did note one rather glaring problem - ID'ing. My impression is that at least half of the operators on the net failed to identify with their FCC call signs in a way which even came close to complying with FCC requirements. Use of tactical call signs is all well and good, but we do have to meet the 10-minute-and-at-end rule or face the risk of citation! This was even a problem for one of the net control operators.

[3] There were also some problems with transmissions which were chopped at the beginning (operator didn't pause for a moment to allow the repeater and peoples' receivers to de-squelch), or difficult or impossible to copy because operators were speaking abruptly. Several transmissions needed to be repeated

or clarified several times before everybody knew what had been said, and that what had been heard was actually what was meant :-)

[3] I recommend that at the beginning of the event (e.g. after dispatch and tactical call sign assignment or with the first roll call) the net control operator QST and remind operators of proper radio protocols... ID at end of transmission, key / pause / speak, speak clearly and distinctly to maximize audibility and not over-run the ability of the net control operator to copy the transmission on the first attempt.

[4] Worked well. Although 1/2 watt radios seem a bit iffy (that's what I used and although no one complained, from the requested repeats, I assume my signal to the repeater was not as good as it should have been). Others I heard had similar "scratchy" signals.

[6] Net control, while doing a good job at the end of the event, needed more experience. IMHO, he was too slow to deal with the first problem of people removing barricades and took too long to deal with the open VOX issue.

[7] Some tactical call signs were too long and often confusing. We should make them simple, and hard to confuse with others.

[7] The T-card system is OK for tracking all responders by location. It is not all that usable for a radio net roll call, and for status checking on CARES/RACES responders. We made up a simple form in the field for this, listing all tactical call signs in a column, with FCC call signs next. On an hourly schedule we went down the list to contact members of the net. That worked just fine. I suggest we make up this table with tactical call signs in advance. Then we fill in assignment and status in the field on the same form.

[9] It is important to make sure that the base station at the Command Post is running at the lowest possible output power to hit the repeater. At high power it de-senses the local handhelds. That can make it difficult for the volunteers to do a radio check as they leave the Command Post.

[10] Overall good. Net control didn't have the tone set when I reported in at 4:45pm. On initial dispatch tactical call signs could have been handed out. I couldn't pass traffic to Finch and Tilson to let them know the deputies approved some one to pass. Some people were forgotten on roll call. Someone had their VOX on.

[11] Went well. Next time, as a CARES person, I think I ought to be given a Tactical call-sign before I leave for the assignment. I was sort of unsure what to call myself. When Bill got to Creekside he became Creekside MRC 1, so I used Creekside MRC2, but I'm not an MRC person. Anyway, hope I didn't cause any confusion about that.

[13] The net control radio seemed to stop receive for a split 2nd then resume. I observed this both in the field and while operating as net control

[13] K6FUZ coverage worked well. It would be useful if the repeater had a carrier beep on it. This makes net operation a lot smoother where several people access the repeater.

[13] Several stations were not full quieting (Q5) into K6FUZ. This proved to be a bit of a handicap during the fireworks when HS SW tried to report fireworks in the residents' yard. Good, solid radio checks prior to field assignment departure should be done. We depended upon the ARES member to do this; it should be confirmed by a net control person also.

[14] Sounded good to me.

[15] Radio Ops set up was GREAT. There appeared to be no problems getting the radios set up and operating. In some ways this was like moving the EOC to a different location. Thanks to Bill and Vince for making this appear to be easy.

[15] The event did not require shifting to a directed net since most of the traffic was from fixed posts to Net Control.

[15] Insure that breakdown crews are available to help with equipment when it is dark!

[15] FRS at venue (Creekside) worked, but not all the time. Radios set to wrong tone(?).

[15] Plan for giving new EOC/RRO operators experience a chance to operate the net.

[15] Health and Welfare check - Need a list/spreadsheet of the locations and the people assigned to them by Call sign. This is difficult to do with just the T-cards. Recommendation: List of posts where people are assigned and columns with time of H&W checks (to track where people are locations).

## **8. Interactions with any Cupertino City Staff (i.e.: Parks & Rec or other)**

- [2] The Cupertino Staff was polite and helpful. A pleasure to work with.
- [3] Cordial. We had somewhere around 8 Parks and Recreation people at the Rose Bowl initially. Most of them were dispatched out onto Finch and other such places about an hour before the show started - two remained in the Rose Bowl to help direct traffic.
- [5] Good. Very cooperative. We had Melissa from our CERT class handling operations (helping Christine?) in Sedgwick for Parks and Rec.
- [10] Very friendly, they even brought extra water and chips. Not much help otherwise.
- [11] These are all great people. They had plenty of people out playing with the kids and directing traffic. Nancy of Parks and Rec at Creekside was very helpful to me a couple times in finding places and things.
- [14] CARES & CERT attended Parks & Rec briefing upon arrival at Sedgwick. It was beneficial so that we all had the same information.
- [15] Working with Don and Mike was great. Their cooperation and help in getting what CARES/CERT needed, to help with information and maps, made the task easier for planning. The aerial maps were a tremendous help in giving perspective to volunteers in briefings and organizers in planning.
- [15] Having a Public Works radio at the command post allowed for quick response to anything requiring CPRD response.

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

- [2] The Sheriffs Office members were friendly and helpful.
- [3] They were in and out of the Bowl periodically... we did not have a full-time SO presence. Didn't need one, fortunately - aside from a few people who tried to set up a BBQ in the far end of the lot early on (and were asked to leave by the Vallco security) there weren't any enforcement issues at the Bowl.
- [3] Would have been nice to have had a deputy on hand to help with traffic direction right at 9:50 when the big exodus started. Things got a bit hairy for a while then, with people trying to crowd out through the one exit, with people occasionally stopping in the exitway to load passengers(!), and with the light allowing so few people through the exit.
- [4] Yes. This was who I interacted with most. There were 2 officers there from 19:00 till the close of the event. Additional officers came and went with a peak of around 10 at one point (although I did not take an accurate count). We were all very busy from 20:30-21:15 and extra officers were very beneficial.
- [5] Good. We had Tam Troung as officer on duty for our site.
- [6] The Deputy I was stationed with was professional and good company. Don't recall his last name, but his badge number was 1920.
- [7] The major interaction I observed was with the Sheriff's Office. The commanders would often listen to net control traffic for additional information. They quickly resolved questions regarding traffic restrictions, and crowd control issues.
- [9] The interaction with the deputies at the traffic barrier was friendly and had a sense of partnership.
- [10] Very good. They did a great job of handling a few people who didn't want to stop at the barricades. We had one person get out and move the barricades.
- [11] There were plenty of Sheriffs in cars, bikes and motorcycles and they were all very friendly. I didn't really talk to any of them, though--no need to.
- [14] They supported us throughout the evening.
- [15] Sgt. Tait and Lt. Calderone were quick to respond to any request for help with Deputy deployment to locations needing help and support. The number of Deputies and the mix of specialties (dirt bike, regular motorcycle and vehicles) gave me the perspective that SO could handle any situation by moving resources anywhere required.

## **10. Interactions with the public**

- [1] Handling of Crowds - Very well done. We should have some well established procedures and policies for situations involving potential conflict such as enforcement cases. The coordination with S/O was well

done. I'd only add that the role of a radio operator can be: observe and report with net control doing the recording. This way an audit trail is created and any observations/evidence is preserved.

[2] Cupertino can be proud of its citizens.

[3] Completely friendly and cordial at our location, as far as I could tell. No hassles, nobody hot under the collar, no enforcement events.

[4] Yes. Mostly giving directions on parking, viewing angles, and directions on how to get from where we were to a viewing site. The street map (with yellow highlighting) was VERY, VERY useful. It would be helpful to have a map (for the traffic people at least) that showed closed roads (like Finch in RED), preferred foot traffic in BLUE, and preferred auto traffic in GREEN (just an example). I used the map a lot in showing people what/where the venues were and how to get to them.

[5] Good. People were friendly, understanding. A few were interested in what CERT means. I wish I had some brochures for giving them more info and getting them excited about volunteering.

[10] Most people like our suggestions where to go to watch the fireworks. A few wouldn't listen to anyone. The vest helped a lot, but no one asked who we are.

[11] I was really impressed by how great the crowd was at Creekside. No fights or disruptive things happened. Near the firework time someone let off two Piccolo Petes and I went to the general area and looked for who that was. I guess just standing there stopped any more of that.

[11] \*\*\*The Creekside Bridge: We had been warned that the lights on the Creekside Bridge went out last year, so I had a flashlight to help guide people if there was trouble. After the fireworks I went over there and the other two volunteers, after helping people in the parking lot, also came over. I was AMAZED at the number of people who needed to get over that bridge. It was about 1/3 of the North Field--that is probably hundreds of people. Thankfully the light at the beginning of the bridge and the bridge lights were on. I shone my light at the feet of people entering the bridge. It took 12-15 minutes before there was no crowd. People were really great--not one single incident of pushing or anything. Nobody fell.

[11] I would definitely recommend a volunteer or two going there at the end of the fireworks next year. There is potential for someone falling down or getting claustrophobic in the crowd.

[14] Very good. Able to talk to many people who thanked us for being there.

## 11. Other areas or comments?

[2] I learned a lot at this event. I would be happy to work it or any other such event in the future.

[3] On a six-hour shift, it sure would be nice to have somebody come around with coffee and donuts :-)

[4] Clarify street closures better by timeline. It was in the package as streets closed at 18:00, but then residents were allowed in "more or less" until 20:00. There was also some (minor) confusion about foot traffic when we closed Finch at 21:00. It would be useful to the traffic people to have a card the residents can show us (like the green "parking" card we got) to let us know they are allowed past the barricades until the total road closure time (and print the time on the card so there is absolutely no confusion). Example: ORANGE card that says "RESIDENT Show this card to barricade personnel to allow passage until road closure time. (Scheduled for 8 PM, but subject to change)". There was also confusion (or at least ambiguity) as where the foot traffic headed towards the high school was going. There was no viewing area defined on/near Finch so we were not sure where they were going/ended up. We assumed they were going to Sedgwick School and using Finch to get there (until we closed foot traffic).

[4] The church also held some kind of event that started at 18:00 (the same time the road closed). This also caused some confusion. We let these people in as they had a defined destination. If they do this again next year, either (a) they also get a card similar to the "resident" card noted above, or (b) we be absolute about the 18:00 closure and it falls to the church to inform their participants. (I prefer plan B).

[5] People should be made aware in advance that dogs were not allowed. Maybe in Cupertino Scene, maybe through pamphlets... Also, at the entrances (of all venues), big signs should be put up on what's not allowed (alcohol, dogs, bikes, etc.)

[6] North East Corner of the HS could have used a spotlight once it got dark. Sort of hard to see down the south side as there are no lights there and my flashlight, as good as it is, was just not enough.

[6] The firework show itself could use some sponsors. Apple and the other large companies in the area should be asked to contribute to the show. With sponsors, it could be bigger and better.

[9] To determine legitimate residents, each post needs a list of the streets within the exclusion zone.

[9] For those at traffic barriers, there needs to be a published policy on who to let in when. Obviously, non-resident cars and pedestrians are not allowed in once the barriers are in place. Residents who can prove their address are allowed in (see note 2) some of the time. But the time frames were not initially known. Some volunteers were refusing residents from the beginning which caused some bad feelings. There was one time to cutoff cars and then another time for pedestrians. These times were subject to change by the SO.

[9] In fact, the SO said that the cutoff time would depend on the state within the exclusion zone. If there were a lot of residents wandering around, then the cutoff would be earlier.

[9] So, the policy needs to be understood by the volunteers at the outset, including the fact that the cutoff time is not pre-determined. Then the actual cutoff time needs to be communicated over the net and acknowledged by each traffic control station.

[10] We should encourage teams when going anywhere. Safety didn't have a buddy with him, nor did the Head of Parks and Recs.

[10] There was no relief for my station. There should be a rover team or two providing breaks and they could carry snacks and water too.

[10] Add to the list to bring a chair.

[10] Should have a status report form like they had at Shoreline Park.

[11] I thought it was a great show and a positive field experience for me too.

[12] The portable light rig at Hyde Jr. High needs to be raised to its full operational height to provide illumination to the spectators after the fireworks show to provide the field with light so everyone does not have to stumble thru the dark while making their way out of the field to the sidewalk and street!

[13] The city and the individual response teams did excellent. Crowds didn't get out of control; no one was injured; fireworks were excellent; and everyone had fun.

[13] At this station, we had two Hams, and two P&R people. This worked out well. The P&R folks did a good job of stopping foot traffic and giving out information, while the sheriff's deputies stopped the major problems; Stuart and I were able to keep an overall view of the area.

[13] Traffic Control at Stevens Creek and Finch: I arrived at this site about 8:35, to give KK6VF a break. Just about then, large numbers of people began arriving at that corner. All of them wanted across the barricade. The intersection was staffed by two deputies and one Ham. Within two minutes, all of us were overwhelmed by people. Both I and the deputies called for lots of help.

[13] At Finch Traffic (corner of Finch and Phil), 10 minutes after the barricades went up, a van pulled up wanting thru, claiming they lived about two houses in. The parks and recs folks, Stuart and I all pointed out that access was no longer permitted past 6PM for vehicular traffic. Two cars pulled up behind them and appeared to want access to Finch too. The participants proceeded to get out of the van and start moving the barricades.

[13] I called net control, reported the problem and asked for a sheriff's deputy to come to the scene.

[13] The folks drove to their house, we replaced the barricades.

[13] Later - approx. 20 minutes - the deputies did show up, as part of their normal assignment at Finch Traffic. We had several more folks show up that wanted in. The deputies were able to handle all of them w/o any problems.

[13] Lessons learned: I over reacted. There really wasn't any need to call net control. The buddy system worked - my buddy was a moderating effect; Erecting barricades before the sheriff deputies are present doesn't work.

[13] We had problems with policies changing during the progression of the evening - most notably - resident access. It would be better if one policy was picked and that was the only one handed out.

[13] In about 10 minutes we fell into a routine of the deputy convincing people they couldn't get onto Finch, and myself helping them select an alternative viewing area, and a route there. When KK6VF returned, he was also overwhelmed with people needing help.

[13] From the time I arrived, till about 9:05, this intersection was a mad house. At one point, I actually felt the deputies were going to lose control of the crowd.

[13] This intersection needs several changes next year:

- 1) One deputy outside the barricade on Stevens Creek, to keep cars moving. We had as many as five cars stopped; trying to find out if they could get in.
- 2) at least two deputies for crowd control.
- 3) 2-3 P&R folks to point people to viewing locations - perhaps with a megaphone and hand out maps.

[13] The CARES groups and the deputies worked together well at this station.

[14] Face painting line was over 40 people long at one time.

[14] Think it would have been beneficial to have signs stating that dogs were not allowed. This was in the Cupertino Scene which arrived in my mail after the event. A little confusion was caused when after the time of street closing vehicles were allowed to pass through.

[15] Recommendations -

- Coincide street closure with Sheriff Deputy arrival at closure points, which is about 6:30pm after SO briefing. This reduces the possible confrontations with people wanting to drive into barricaded streets patrolled by communications or CPRD people.  
The policy for allowing residents entry was:
- Walk-in - Residents were allowed to walk-in until approximately 9:15 lockdown.
- Drive-in - Residents are allowed to drive in if they can prove that they live there. This means the Deputies/Park and Rec/Communications need to have maps of the area that they can use to verify where the residents live.

[15] Rose bowl SO to help with egress of traffic after the event. SO said that in the bowl the CPRD helping with exit were considered as "parking attendants" and when cars hit the street they were SO problem.

[16] It was quite an impressive experience from [the High School Fall Out Zone]. Especially the percussion coupled and magnified by the metal bleachers.

[16] The whole event went very smoothly in my opinion. Even better than last year when I was pretty hard pressed to find anything of significance to complain about, as I recall. Seriously, I cannot think of any aspect of this event which did not run very, very smoothly. I think that you can be especially proud of your AEC's (under Allan's lead) who were able to execute everything so well, even in your absence! You guys really rock! I'm looking forward to helping out again next year.

**End of Report.**