After Action Report
2014 Sheriff's Heroes Run

Cupertino Citizen Corp

1. Overview

Description: 2014 Sheriff's Heroes Run
Event Date: 8 November 2014
Report Date: 24 November 2014
CARES Event: CUP-14-24T
RACES Event: CUP-14-24T
Control: Cupertino Citizen Corp
Report Revision: 1.3, **FINAL**
Submitted by: Jim Oberhofer KN6PE

Requirements for Reporting

Completing an After Action Report is part of the required SEMS reporting process. The Emergency Services Act, Section 8607 (f) mandates that the Office of Emergency Services (OES) in cooperation with involved state and local agencies complete an After Action Report within 120 days after each declared disaster. Section 2450 (a) of the SEMS Regulations states that, "Any city, city and county, or county declaring a local emergency for which the governor proclaims a state of emergency, and any state agency responding to that emergency shall complete and transmit an after action report to OES within ninety (90) days of the close of the incident period as specified in the California Code of Regulations, Title 19, s2900(q)."

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

i. Introduction and Background

Terms

CCC:	Cupertino Citizens Corps; composed of CARES, CERT, MRC and Block Leaders.
CARES:	Cupertino Amateur Radio Emergency Service, ARES/RACES organization supporting the City of Cupertino.
CAS:	Cupertino Alert System
CERT:	Community Emergency Response Team. Community Emergency Response Team; trained in light search and rescue, disaster medicine, fire suppression and Help Desk.
CP:	Command Post. The tactical location for managing the event. A CP was established by the Sheriff's Office to manage the SO resources assigned to the event. A CCC CP was established to support the Volunteer response.
DPW:	Department of Public Works
ICP:	Incident Command Post. A temporary physical location used for the purpose of on-scene incident command and management at the tactical level.
MRC:	Medical Reserve Corps. Volunteers that supplement the existing emergency and public health resources.
NCS:	Net Control Station

OES :   (Cupertino) Office of Emergency Services

PSC: Public Safety Commission

RCS: Recreation and Community Services (formerly Cupertino Parks and Recreation Department)

SAP: SAP, event sponsor

SCC: Services Santa Clara County; usually used in conjunction to references of County RACES, County OES, or County EOC

SO: Santa Clara County Sheriff's Office, event co-producer

VMC: Valley Medical Center Foundation, event co-producer

Introduction

The SO and VMC sponsors an annual Sheriff's Heroes 5K run/walk fund raiser for the Pediatrics Unit of VMC. In 2014, the venue was Cupertino and conducted as a near clone of Cupertino's Spring *Big Bunny Run*. This year, the event raised $40,000 for VMC. There were 710 participants, 200 spectators and 100 volunteers involved.

Cupertino ARES was requested by the SO to provide race course communication and spotting, similar to the Big Bunny Run. Additionally, the SO and VMC requested MRC to staff a first aid booth near the finish line, just as they do for the Big Bunny Run.

The City of Cupertino authorized the event under training activation number CUP-14-24T. This report covers the activities undertaken by responding CCC members and the findings from that event.

ii. Type / Location of Event / Drill / Exercise

Event Type: City Community Event Activation
Event Identifier: CUP-14-24T
Event Name: 2014 Sheriff's Heroes Run
Location: City of Cupertino

iii. Description of the Event / Drill / Exercise

Cupertino Citizen Corps objectives:
1. Manage field radios positioned in neighborhoods from a net control station located outdoors at the Civic Center.
2. Pass communications of relevance to the SO's Command Center using a shadow stationed in the Command Center.
3. Provide race status to SO.
4. Provide first aid service to runners at the finish line.

CCC event resources came from the following organizations:
1. Cupertino ARES/RACES: Eleven (11) CARES and other Amateur Radio responders participated in the event.

Name	Call Sign	Assignment
Bob Cascone	KJ6WBF	Comms, Field Responder
Allan Gontang	KD6QPP	Comms, NCS
Walt Gyger	K6WGY	Comms, Field Responder
Judy Halchin	KK6EWQ	Comms, Field Responder
Steve Hill	KK6FPI	Comms, Field Responder
Masahito Kagawa	NW6UP	Comms, Observer
Rob McCoy	KK6NFZ	Comms, Field Responder
Jim Oberhofer	KN6PE	Comms, Sheriff Shadow
Dick Sherman	N6IK	Comms, Field Responder
Brian Tanner	KC6UZK	Comms, Field Responder
Mary Tanner	KI6GCX	Comms, Field Responder

2. Cupertino CERT: Five (5) CERT members participated in the event.

Name	Mode	Assignment
Deeksha Manjunath	FRS	Event Field Observer
Shylaja Devadiga	FRS	Event Field Observer
Kala Ramakrishnan	FRS	Event Field Observer
Neufito Fernandes	FRS	Event Field Observer
Mabel Yuen	FRS	Event Field Observer

3. Cupertino MRC: Three (3) MRC members participated in the test.

Name	Call Sign	Assignment
Fari Aberg	KF6UVS	MRC
Ken Ericksen	KI6SYY	MRC, EOC Staff
Sobha Ramesh		MRC

Performance against Objectives:

1. Manage field radios positioned in neighborhoods from a net control station located outdoors at the Civic Center.
Results: **SATISFACTORY**. CARES members were deployed to pre-identified positions along the race course.
Using the W6TDM Repeater, continuous contact was maintained between the NCS and all field positions.
Additionally, CERT members were also assigned to positions along the course. They maintained contact with
CARES members that also monitored the assigned FRS frequency. Health and Welfare checks were periodically
held to confirm the status of field responders. Open Net Control Operation procedures were followed.

2. Pass communications of relevance to the SO's Command Center using a shadow stationed in the Command
Center.
Results: **SATISFACTORY**. CARES assigned an operator as "Sheriff Shadow" that was co-located with the
SO/CP. Status was relayed to the CP as reports became known. Because of the use of the W6TDM Repeater, status
and traffic of interest between the field and the NCS was copied and relayed to the SO/CP as informational notices.

3. Provide race status to SO.
Results: **SATISFACTORY**. The field communicators tracked the first and last event runners past their respective
locations. Information on the lead and trailing runners were passed to the SO, and subsequently confirmed by SO
motor units, in particular toward the end of the race.

4. Provide first aid service to runners at the finish line.
Results: **SATISFACTORY**. No medical incidents to report.

iv. Chronological Summary of Event / Drill / Exercise
CCC ran this event under activation number CUP-14-24T. The following is a summary of the activities as reported
on ICS-214s that were submitted after the event. All times listed here are in local time. The following is a very high
level summary.

Time	Description, Notes, Comments
0700	Begin SO briefing.
0715	CCC CP established.
0800	Begin CCC briefing.
0830	Field assignments were made. Completed Radio Checks, Amateur Radio and FRS. Field Responders depart CCC CP to their field assignment. CARES Net on the air.
0900	All Field Responders on station.

Time	Description, Notes, Comments
	The race begins.
0918	First race participant crosses the finish line.
1025	Last race participant crosses the finish line.
1045	All Field Communicators back at CP. Secured the CARES Net.
1100	Secured CCC activities.

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

1. Participating CCC members responded from their home to the CCC CP for the event briefing and assignments. The following specifics are noted here:

   - The Two-Man Rule (buddy system) was waived given the openess and relative safety of the race course. Radio contact was maintained with all field communicators thereby ensuring the success of independent operation.
   - Twelve (12) observation points were staffed with a mix of CARES and CERT.

2. Message relays between CERT to the CCC CP via CARES Field Communicators was effective. This was possible by CARES members caring FRS radios and communicating with FRS partner stations.

3. CCC / SO engagement was effective. Co-locating the Sheriff Shadow provided a 2 way communications between both teams.

4. Contact was maintained with a City DPW employee who checked into the net. While event business was handled on the CARES Net, CCC needs to shift CCC CP-to-DPW communications to the City Radio System to remain compliant with FCC rules, Part 97.113.

5. No other organizations or entities participated in this drill.

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.

Radio Systems
TAC-3 / W6TDM repeater. The event was run using the W6TDM repeater. An event pre-check of the course confirmed that all stations could access the repeater. Repeater operations were effective.

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 Conclusions and Recommendations.

What worked
- Briefing was complete; Deployment assignment was clear.
- Net control did a great job keeping the communication organized and effective.
- Communications via the repeater was good.
- Communications to CERTs via FRS worked well.
- Logistics – Food, coffee, tables, chairs, canopies; course maps; giveaways to participants.
- Having a DPW person monitor CARES TAC-3.
- Sheriff Shadow posted inside the SO Command Post.

What didn't work / needs improvement
- ICS not used; Each entity worked according to a master time line: Public Works, P&Rec, CCC, VMC
- SO briefing was for SO only. No over-all briefing for all entities.
- SO, CCC and VMC each had field staff, working independently. Some were co-located at the same locations.
- A few runners got off course; we could use a few more signs for them at all intersections.
- FRS operators that were inexperienced in radio communication protocol; we could hear at least 4 FRS radios and it was not always clear who was talking to whom which created confusion.
- There wasn't a sweep following the last runner/walker; it was difficult to know when the last participants had passed by.
- Field locations for all responders (SO, CCC, VMC, etc.) were not shared before event

Recommendations

1. Event Participation Support

As a fund raiser, we recognize the importance for event participants to have a positive experience with the hope that they come back and do it again next year. The following suggestions are made to enhance the experience:

1. Event Route markers. We had reports of some race participants getting confused about the route and taking wrong turns. Deploy A-frames with signs at key (if not all) cross streets where a field responder is not present to guide runners on the course.
2. Enhanced Event Support Maps.
   a. CARES handed out a more detailed course map that showed ALL cross-streets to ensure it was clear where the race course was (see Map 2 attached). This helped responders get on station, as well as clarify the race course route. Develop a detailed execution map as part of the deployment package.
   b. Race participants asked along the route how far into the race they were. Add Miles / Kilometers to the map so event staff can provide this information and offer encouragement.

2. Field Responder Support

We received several suggestions as to things we should do to prepare the field responders. These include:

1. Deployment Material List. While all responders should be ready for a field assignment, suggest bringing a folding chair; they will be standing for a few hours.
2. Safety Briefing: Update the CARES safety briefing to include the following:
   a. Radio checks prior to departing the ICP
   b. Health & Welfare check protocol
   c. Operating on a repeater (PTT, take a breath, talk)

3. Event Coordination

Several comments from the CCC responders addressed the need for more cross-organization cooperation and execution. For instance, CCC learned of the SO deployment plans by listening in on the SO briefing. Also, there was no specific information on the VMC deployment plans. Some information on who, how, and when some event activities would be executed prior to deployment may have enhanced our overall response. For future events,

1. Hold a cross-organization briefing to ensure all participating organizations have a common understanding of the event situation and expectations.
2. Consider using ICS for tighter coordination and event management.

4. CCC to City Staff Communications

Along with CCC and the SO, other City staff present for this event included Cupertino DPW and RCS (Recreation and Community Services). To further enhance the effectiveness of executing this event in the future, it is important that all event staff organizations (SO, VMC, DPW, RCS, and CCC) are "on the same page" in terms of event information, requests, and status. Further, while some City staff responders are licensed to operate under Part 97

rules (Amateur Radio), it is in violation off FCC rules 97.113 to use Amateur Radio in support of the event AND getting paid during the event. So, it is recommended that we either:

1. Assign a communications shadow to all key event staff, or
2. Deploy City trunk radio HTs to all key event staff.

5. CCC Internal Communications
CERT carried FRS Radios into the field, thereby helping to fill in some of the course coverage. While this was beneficial to the overall response, it was clear that more practice, or jump-start training, on FRS operations may be warranted.

1. Determine the best way to get CERT field responders up to speed on FRS operations.
2. Develop the FRS operations guide for CERT field communications.

6. CCC and SO/CP Communications
From the CARES perspective, the interactions between the SO and CARES work well. CARES endorses a higher level of information sharing for this or other Cupertino events where the SO/CP is deployed.

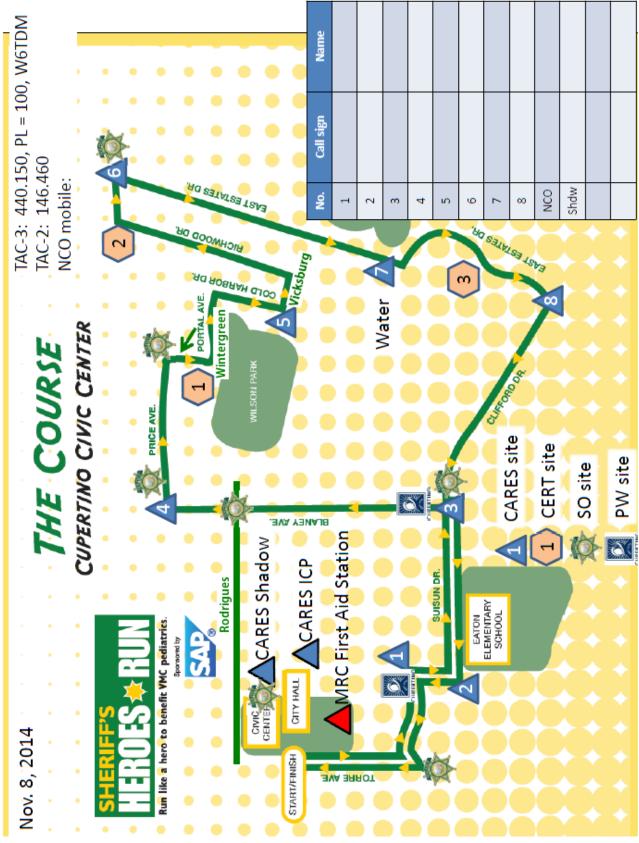1. CARES should provide a mag-mount antenna to address conditions where radio reception is marginal.
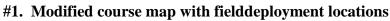
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viii. Logs, attachments:
As applicable, include a description of actions taken, assignments, associated costs or budget, timetable for completion or correction, and follow-up responsibility.
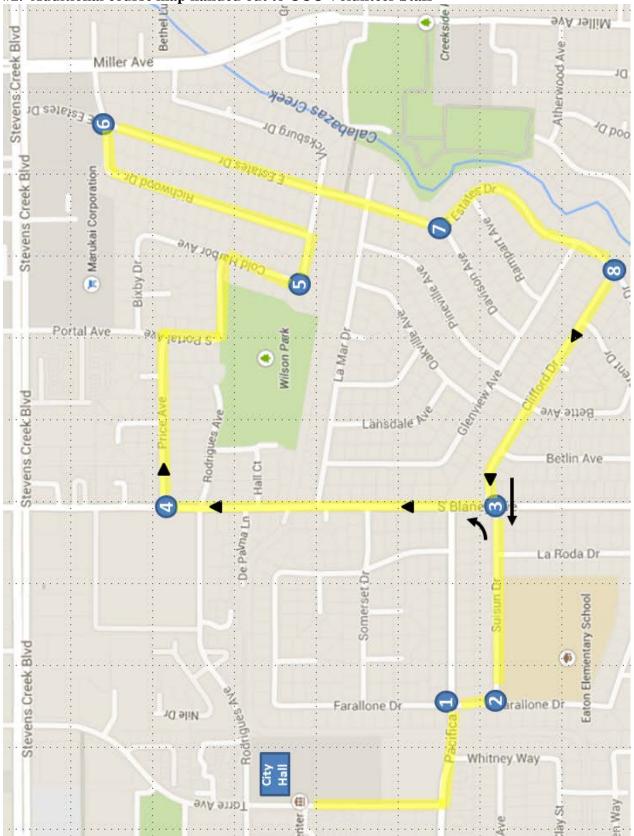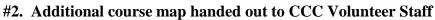
The following material are attached:

1. Modified course map with field deployment locations
2. Additional course map handed out to CCC Volunteer Staff

End of Report.

#1. Modified course map with fielddeployment locations

No.	Call sign	Name
1		
2		
3		
4		
5		
6		
7		
8		
NCO		
Shdw		

TAC-3: 440.150, PL = 100, W6TDM
TAC-2: 146.460
NCO mobile:

THE COURSE
CUPERTINO CIVIC CENTER

Nov. 8, 2014

SHERIFF'S HEROES RUN
Run like a hero to benefit VMC pediatrics.
Sponsored by SAP

CARES site
CERT site
SO site
PW site

CARES Shadow
CARES ICP
MRC First Aid Station

#2. Additional course map handed out to CCC Volunteer Staff

Feedback

What worked
[4] Briefing was complete
[4] Deployment assignment was clear
[4] Net control did a great job keeping the communication organized and effective.
[5] Communications via the repeater were good. No one had a stuck mic episode. Communications to CERTs via FRS worked well.
[7] TAC-3 on whole course.
[7] Deployment of and management of CCC volunteers.
[7] Use of CERTs to augment CARES, using FRS
[7] Good exercise for PTT experience – feeling of pride by providing useful service for SO.
[7] Brownie points with SO and City
[7] Last minute idea to give FRS radios to CERT members. We used personal FRS radios brought by CARES members. CERT performed an effective role in covering holes in the CARES field of views. The FRS radios had poor to fair coverage over most of the course, but they did function when and where needed.
[7] Logistics: food/coffee; tables, chairs, canopies; course maps; giveaways to participants
[7] Having a DPW person monitor TAC-3. Would have been useful if we needed to contact DPW. The name and call sign of PW person added to the Exercise Plan.
[7] CARES had touch point with SO via Shadow posted inside Command Post. CARES link with DPW was a DPW ham monitoring TAC-3.

What didn't work
[1] For the event next year, more signs would be helpful. Maybe some on Blaney warning motorists that there would be traffic delays Saturday morning.
[1] A few runners got off course, so a few more signs for them would be helpful too.
[4] FRS operators which are inexperienced in radio communication protocol where making it a challenge to establish reliable communication
[4] We could hear at least 4 FRS radios and it was not always clear who is talking to whom which created confusion.
[5] There wasn't a sweep following the last runner/walker, so it was difficult for us to know when the last participants had passed by. We tried to handle this by passing messages about how to identify the last walkers, but this didn't work because the costumes described weren't unique and the last walkers changed as different people dropped behind.
[6] during the event, somebody sent silent FM signal to the repeater intermittently, which interrupted the communication. We didn't know it was purposely sent or unexpected transmission by third party, but it may occur in real situation. The participants are better understand alternative simplex communication channel(s) can be used, just in case if the repeater cannot be used by interference or repeater malfunction.
[7] ICS not used; Each entity worked according to a master time line: Public Works, P&Rec, CCC, VMC
[7] SO briefing was for 'uniforms' only. No over-all briefing for all entities.
[7] SO, CCC and VMS each had field staff, working independently. Some were co-located at same locations.
[7] Field locations were not shared before event. I learned SO locations from map posted on side of Command Center; too late to sync with CARES team.
[7] It appeared (based on location 4) that there were no H&W checks for youth or adult supervision of youth field groups. Between SO and CCC fields staff, we could have covered this. Note: the above points did not adversely affect the day's outcome, but could have if a health or accident had occurred.
[7] The SO ops plan did not have mobile phone numbers for leaders of CCC, PW and VMC. These numbers were not shared among the leadership teams, either.
[7] CARES had no contact point with VMC leadership.

For next time
[1] The only thing I would suggest for CARES next year is that a folding chair be added to the list of items that each person should bring.

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[2] If future events are held the SO should look at the possibility of a road closure at the Station #2 (Farallone/Suisun) I was having to direct traffic and due to no road closures. I was having to allow vehicles proceed Northbound Farallone and eastbound Suisun which put vehicles driving extremely close and sometimes fast near the runners during the outbound/inbound portions of the race at my location.

[2] After the completion of the race some runners left the event via the race route which made it confusing to keep track of the last runners/walkers.

[2] Possibly a suggestion could be made that if the runners have completed the race and plan to exit along the course route it would be great if they would remove the race bib (number) to easily identify they are not among the last on the course.

[3] I noticed an ad for the Turkey Trot that separates the kids into age categories with different distances for each age group. At the Super Hero Run, they staggered the start and let x-number of kids (any age) passed the start line to run. For the kids who are ready to be a little more competitive , it would feel more like a race.

[4] If FRS radios operator(s) is/are assigned to a CARES radio station then assigning a dedicated channel for that group could make it more effective

[7] Ask field staff to bring binoculars if they have them. These would extend the useful visual range of the field staff.

[7] Plan to use city-provided FRS radios for CERT members.

[7] Learn what the SO IC wants real time, and plan how to report it formally and timely – don't need to wait to be pinged by shadow.

[7] Have VMC and SO share field locations. CARES did so before final planning meeting. DPW provided the two field locations for its team at a planning meeting.

[7] Set up comm plan among field members of SO, CCC and VMC

[7] Health and Welfare checks for CERTS. Suggested process: NCO announces he/she will begin H&W checks in one minute. CARES field members with CERT buddies will perform H&W check with buddies via FRS. When the CARES person is addressed by NCO for H&W status, he/she reports own status and status of CERT buddy.

[7] Some runners asked for their distance progress along the course. I've added kilometer-posts on the handout map so we can answer correctly next year.

Other Comments
[1] <husband> and I really enjoyed helping with the Super Hero Run. The only thing I would suggest for CARES next year is that a folding chair be added to the list of items that each person should bring.

[2] overall the event went smoothly

[6] I think overall the setup worked

<< end of feedback>>