

Florida Hurricane Irma 2017

Florida State Agricultural Response Team

After-Action Report

December 2017

The After-Action Report (AAR) aligns objectives with preparedness doctrine to identify areas for improvement.

OVERVIEW

Name	Florida Hurricane Irma 2017
Dates	September 8, 2017-September 19, 2017
Scope	This incident is a type 2, natural disaster that occurred in Florida starting on September 8, 2017. Response consisted of animal sheltering and rescue, veterinarian care, and agricultural and animal damage assessment in the affected areas.
Mission Area(s)	Response
Core Capabilities	Operational Coordination, Planning, Intelligence and Information Sharing
Incident Objectives	<ol style="list-style-type: none">1. Ensure the safety of all responding incident personnel2. Address mission requests on EM Constellation3. Work with SART partner agency liaisons as SMEs for the IMT; SARC, UF/IFAS Extension, UF CVM, FVMA, ASPCA, and HSUS4. Maintain an open line of communication with all SART partners
Threat or Hazard	Natural Disaster – Hurricane
Scenario	Hurricane Irma made land fall on Cudjoe Key, Florida as a Category 4 hurricane with sustained winds of 130 mph on September 10, 2017, at 9:10 a.m.
Participating SART Partners	All SART partners
SART Liaisons at Incident Command Post	FDACS, USDA APHIS, SARC, UF/IFAS, FVMA, HSUS, ASPCA
Point of Contact	LeiAnna Tucker Coordinator, Florida State Agricultural Response Team (SART) (850) 410-0920 LeiAnna.Tucker@FreshFromFlorida.com

ANALYSIS OF CORE CAPABILITIES

Objective	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
Ensure the safety of all responding incident personnel	X			
Address mission requests on EM Constellation		X		
Work with SART partner agency liaisons as SMEs for the IMT (SARC, UF/CVM, UF/IFAS Extension, FVMA, ASPCA, and HSUS)		X		
Maintain an open line of communication with all SART partners		X		

Table 1. Summary of Core Capability Performance

The following sections provide an overview of the performance related to each objective and highlighting strengths and areas for improvement.

Objective 1

Ensure the safety of all responding incident personnel

Mission Area: Response

Core Capabilities: Operational Coordination, Intelligence and Information Sharing

Strengths

Strength Objective 1: No injuries occurred on incident

Strength Objective 1: No accidents occurred on incident

Strength Objective 1: Daily safety briefs were performed

The following areas require improvement to achieve the full capability level:

Area for Improvement Objective 1: Level one was obtained

Reference: ICS 206A, 206B, 208, daily safety briefs/ bulletins, SITREPS

Objective 2

Address mission requests on EM Constellation

Mission Area: Response

Core Capabilities: Operational Coordination

Strengths

Strength Objective 2: EM Constellation missions were addressed at 100%

Strength Objective 2: Missions requests were identified and addressed immediately

Strength Objective 2: The IMT was able to manage EM Constellations

The following areas require improvement to achieve the full capability level:

Area for Improvement Objective 2: Because requests come in from all areas, some issues were addressed multiple times by different responders.

Recommendation: Allow IMT to manage all EM Constellations. At onset of IMT deployment, hold a transfer of EM Constellation meeting to move management of mission requests from EOC personnel to IMT. The Planning Section will manage mission requests using the Documentation Unit Leader (DUL). Mission requests will be printed off, reviewed for routing by IC(s) or designee, OSC when applicable, then assigned to correct unit for action. When complete, documentation of completion with actions taken, will be submitted back DUL. The DUL is responsible for status capture, data collection and close out of mission request in EM Constellation. This will allow for more accurate reporting and will remove the possibility of duplicate efforts by maintaining one single point of contact for all documentation of response activities.

A projector to display EM Constellation status in real time at the ICP would be helpful.

IMT - PSC should request a complete copy of resources that have arrived on site, are in transit, or need to be requested/ notified/ approved. This should include donations, State/ Federal responders, SART personnel, EMAC, and equipment.

Reference: ICS 206A, 206B, 208, daily safety briefs/ bulletins, SITREPS

Objective 3

Work with SART partner agency Liaisons as SMEs for the IMT (SARC, UF/IFAS Extension, FVMA, ASPCA, and HSUS).

Mission Area: Response

Core Capabilities: Operational Coordination, Planning, Intelligence and Information Sharing

Strengths

Strength Objective 3: More pet shelters than ever were opened with success

Strength Objective 3: Communication among physically deployed partners was very good

Strength Objective 3: Vet teams were ready at onset of response even prior to available access to some areas

Strength Objective 3: SART Liaisons and the Operations Section were able to identify and coordinate efforts to support damage assessment follow-up for veterinary issues.

The following areas require improvement to achieve the full capability level:

Area for Improvement Objective 3: While the SART Liaisons coordinated response issues and activities efficiently together, there were still a few issues related to each SART Liaison's roles and expectations for working within the IMT. Also need improved coordination between agency resources in the field to avoid duplication of effort.

Recommendation: Develop a concept of operations that outlines the goals and objectives for the role of SART Liaison during emergency response activities. Create a written Concept of Operations document that explains the role of SART and defines the responsibilities of each SART Liaison that supports ESF-17 response. This document should include code of conduct, expectations, operational period work hours, tracking, and reimbursement of expenses. MOU guidance for partners that have MOUs outside of SART should be addressed as well. The document should be created during a time without an active incident and should describe "best practices" between a county, SART partner agency, and the state ESF-17 during emergency events. Each SART Liaison will be provided a copy of the document before arriving on site for response activities.

Area for Improvement Objective 3: It was more difficult to get supplies out to shelters in affected areas post storm.

Recommendation: ESF-17 District Specialists and SEOC Human Services Branch continue to send the written guidance statement to all counties that explains the State's ESF-17

Pet Sheltering Capabilities for Counties. Address this issue/lesson learned during Annual ESF17 County Visits.

Area for Improvement Objective 3: There was a demand for pet friendly shelters with mass care for companion animals.

Recommendation: This issue should continue to be led by the state ESF-6 Mass Care and coordinated with state ESF-17 to review and follow-up on the increasing number of mass care companion shelters. This issue should also be addressed during the 2018 ESF-17 Annual County Visits.

Area for Improvement Objective 3: Communication worked well for those SART partners with Liaisons physically located at the ICP. However, for those without a Liaison at the ICP, communication suffered and the OSC was unable to obtain information about the status of assessments for days at a time.

Recommendation: Each SART partner will provide a physical Liaison at the ICP to facilitate the improvement of communication especially on large scale incidents. The Vet teams will document assessments performed in the field on all response incidents and submit those assessments as directed by the IMT on a daily basis.

Objective 4

Maintain an open line of communication with all SART partners

Mission Area: Response

Core Capabilities: Operational Coordination, Planning, Intelligence and Information Sharing

Strengths

Strength Objective 4: SART concept of operations worked well

Strength Objective 4: Great communication flow between State EOC and ICP

The following area requires improvement to achieve the full capability level:

Area for Improvement Objective 4: Coordination between partners for mission response

Recommendation: Evaluate IT solutions to streamline collaboration on resource needs, disaster photo and video sharing, and a quick, standardized damage assessment. Create a comprehensive communications plan and adhere to the plan and ICS structure while activated/deployed. Clear expectations of which daily reports should be shared and how those reports should be completed.

Analysis Overview:

Overall incident response went well. All responders worked well together toward a single goal. Based on responder feedback, the items listed below are of high importance for response improvement:

1. More ICS exercise/ practice is needed, especially for newer hires and those unfamiliar with ICS. Position specific training should be obtained when possible.
2. An incident email should be established early to help facilitate the timely disbursement and sharing of information to those attached to the incident.
3. If remote/ virtual teams are used, they should physically check into the incident (face to face), obtain orientation, training and assignments on day 1; use virtual teams to call Vet clinics and feed stores to determine where the needs are.
4. A set of incident definitions should be created on day 1 defining the emergency and process for response.
5. EM Constellation missions should be managed by the IMT upon activation of the Incident Command Post. This will eliminate duplication of effort between SEOC and IMT operations.
6. All IMT should use ICS forms for documenting incident activities, this will allow for uniformity and leave a clear picture for any reviews performed.
7. Clear guidance is needed for SART partners with expectations well defined especially for those with additional MOUs.
9. Need to find ways to more clearly communicate with local organizations and emergency management.
10. Need to leverage www.FLSART.org for communications such as available shelters, who to contact, etc.

INCIDENT PARTICIPANTS

SART Liaisons at Incident Command Post	
State	
	FDACS-AI
Federal	
	USDA-APHIS-VS
	USDA-APHIS-WS
Industry Partners	
	SARC
	UF/IFAS Extension
	FVMA
	HSUS
	ASPCA

Acronyms and Abbreviations

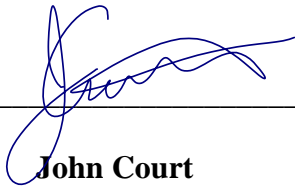
AI	Animal Industry
APHIS	Animal and Plant Health Inspection Service
ARC	Aeronautical Reconnaissance Coverage
ASPCA	American Society for the Prevention of Cruelty to Animals
DOT	Department of Transportation
DUL	Documentation Unit Leader
DVM	Doctor of Veterinary Medicine
EM	Emergency Management
EMAC	Emergency Management Assistance Compact
EOC	Emergency Operation Center
ESF	Emergency Support Function
FDACS	Florida Department of Agriculture and Consumer Services
FVMA	Florida Veterinary Medical Association
GIS	Geographic Information System
HSUS	The Humane Society of the United States
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
IFAS	Institute of Food and Agricultural Sciences
IMT	Incident Management Team
LS	Logistics Section
LSC	Logistics Section Chief
MOU	Memorandum of Understanding
OS	Operation Section
OSC	Operation Section Chief
PS	Planning Section
PSC	Planning Section Chief
RUL	Resource Unit Leader
SARC	State Animal Response Coalition
SART	State Agricultural Response Team
SEOC	State Emergency Operations Center
SITREP	Situation Report
SME	Subject Matter Expert
UF	University of Florida
USDA	United States Department of Agriculture
VS	Veterinary Services
WS	Wildlife Services

Approval of After Action Report

Approve

Disapprove

Signature: _____



Date: 2/20/2018

John Court
Incident Commander, Florida Hurricane Irma 2017
Co-Chair, Florida State Agricultural Response Team

Agriculture and Consumer Protection Supervisor
Division of Animal Industry
Florida Department of Agriculture and Consumer Services

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Approve

Disapprove

Signature:  Date: 2/20/2018

John Haven
Co-Chair, Florida State Agricultural Response Team

Director, Disaster Response Programs
Director, College of Veterinary Medicine
University of Florida, College of Veterinary Medicine

Approval of After Action Report

Approve

Disapprove

Signature:  Date: 2/19/2018

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