This After-Action Report/Improvement Plan (AAR/IP) comprehensively examines the Florida State Emergency Response Team’s (SERT) response to the 2019 HURREX in order to validate strengths and identify areas for improvement. This AAR/IP includes strengths, areas for improvement and recommended correction actions for the various sections and branches within the SERT. The corrective actions are organized in the Improvement Plan found in Appendix A. Users are encouraged to add additional sections as needed to support their own organizational needs.
**Administrative Handling Instructions**

1. The title of this document is 2019 HURREX After-Action Report/Improvement Plan (AAR/IP).

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# Table of Contents

Administrative Handling Instructions ................................................................. 1
Table of Contents ................................................................................................. 2
Executive Summary ............................................................................................ 3
Event Summary .................................................................................................... 5
ESF 1/3: Transportation/Public Works and Engineering .................................... 7
ESF 2: Communications .................................................................................... 8
ESF 4/9: Firefighting/Search and Rescue ............................................................ 9
ESF 5: Plans ........................................................................................................ 12
ESF 6: Mass Care ............................................................................................... 14
ESF 8: Health and Medical Services ................................................................. 17
ESF 10: Environmental Protection ................................................................. 20
ESF 11: Food and Water .................................................................................... 22
ESF 12: Energy .................................................................................................. 24
ESF 13: Military Support ................................................................................... 25
ESF 14: External Affairs – Public Information .................................................. 26
ESF 15: Volunteers and Donations ................................................................. 28
ESF 16: Law Enforcement and Security ............................................................ 30
ESF 17: Animal and Agricultural Issues ............................................................ 32
ESF 18: Business, Industry, and Economic Stabilization ............................... 33
Operations ........................................................................................................ 34
Operations Support .......................................................................................... 37
Air Operations .................................................................................................. 39
Logistics ............................................................................................................ 41
Finance ............................................................................................................... 43
Technical Services Branch ............................................................................... 44
Recovery ............................................................................................................ 46
Conclusion .......................................................................................................... 47
Appendix A: Improvement Plan ......................................................................... A-1
Executive Summary

The 2019 Statewide Hurricane Exercise (HURREX) took place on May 6-9, 2019 at the State Emergency Operations Center (SEOC) located in Tallahassee, FL. In the State of Florida, hurricanes are the most prevalent and costly hazard the state faces each year, specifically during the months of June – November. As with every year, HURREX is designed to evaluate and exercise the Florida Division of Emergency Management (FDEM) and State Emergency Response Team’s (SERT) capabilities to respond to, and recover from, these extreme weather events. For 2019, HURREX was modeled after the Tampa Bay storm of 1921 which caused significant damage to the Tampa Bay and Tarpon Springs Area, with damages exceeding $10 million.

As can be expected, if a storm of this magnitude were to impact the State of Florida today, specifically the Tampa Bay area, damages would be unprecedented due to the increase in infrastructure that has been seen over the last 98 years. Due to this fact, and the recent hurricane activity over the last 5 years, it is imperative the State of Florida continues to exercise their capabilities and identify gaps therein to ensure preparedness in the face of these disasters. As was the purpose of this exercise, FDEM was able to work with their SERT partners to identify key strengths and areas for improvement to build upon as they prepare for the 2019 hurricane season.

Some major strengths identified throughout the exercise are as follows:

- The exercise served as a fantastic learning and training opportunity for new ECOs and ESF / Division staff.
- Information Technology’s (IT) responsiveness to WebEOC issues and other network issues identified by SEOC staff was incredibly beneficial for keeping operations running smoothly.
- The level of communication within the SEOC and between ESFs was much better than years past and allowed for a smoother response.
- ESFs and SEOC staff utilized their available personnel resources efficiently and effectively to provide assistance where needed.
- SEOC staff’s ability to continue working through networks outages and losses of power was effective in keeping the response running efficiently.

Throughout the exercise, a variety of opportunities for improvement were identified and are listed in the Improvement Plan matrix. Some overarching areas for improvement are as follows:

- The COOP process needs to be exercised throughout the SEOC and among all ESFs as there were various issues that occurred during the exercise.
- A standardized communications network should be identified throughout the state to ensure all actions can be properly communicated and communications can be maintained. This will be beneficial for both county and state partners to maintain communications during disaster situations.
• There is a need for continual, annual, or bi-annual trainings on SEOC operations for Florida National Guardsmen that are assigned to respond to the SEOC.

• There were some issues that arose with the mission assignment and tasking process. Further training may be required so all SEOC staff are aware of the proper processes for assigning and tasking missions.

• In addition to identifying a standardized communications platform for use between counties and state partners, there should be a process identified to ensure SEOC actions are properly communicated to all ESFs present. Some ESFs are not housed on the SEOC floor but in the Sadowski building, and there were times where they did not receive information that was announced on the SEOC floor.

While the above strengths and areas for improvement are listed as some of the key points identified during the exercise, they are not meant to be an exhaustive list of all that was discovered during HURREX. Throughout this document you will find all strengths and areas for improvement identified for each ESF and section that participated in the exercise. If FDEM and the SERT partners maintain their commitment to implementing these areas for improvement, while building upon their strengths, as done in previous years, the State of Florida will continue to increase their capabilities to respond to and recover from major hurricanes and other disasters they might face.
**EVENT SUMMARY**

The 2019 Statewide Hurricane Exercise was a three-day functional exercise which took place on May 6-8, 2019. The simulated hurricane for the exercise, “Hurricane Smith”, named after Emma Patricia Smith, a former employee of FDEM who recently passed away, was centered around the Tampa Bay Hurricane of 1921, also known as the Tarpon Springs Hurricane.

This hurricane was the third and final hurricane as well as the second major hurricane of the inactive 1921 Atlantic Hurricane Season. The path of the storm was typical of an October Atlantic hurricane as it brushed past Cuba before making landfall near the Tampa Bay area. This hurricane was the most destructive storm of the season, causing close to $10 Million (1921 USD) in damage. As the storm turned north in the Gulf of Mexico, it continued to strengthen until it reached its peak wind speed of 140 MPH on October 24. As it headed Northeast, it slowly weakened before making landfall in Tarpon Springs on October 25 as a Category 3 Hurricane, with wind speeds of 120 MPH. The storm quickly crossed Central Florida before entering the Atlantic Ocean, just south of Daytona Beach as a Category 1 storm. With this hurricane it brought a variety of severe impacts to Tarpon Springs and the surrounding Tampa Bay area.

While actual exercise play didn’t begin until May 6, the 2019 Statewide Hurricane Exercise began on Thursday with updates of Tropical Storm Smith 120-48 hours pre-landfall. The simulated storm formed on May 2, 2019 and strengthened rapidly throughout the weekend becoming a hurricane on Saturday May 4, 2019. Hurricane watches for Southwest Florida and the Florida Keys were issued for Saturday, with a predicted landfall near Fort Myers on Monday evening. These watches were distributed to exercise participants. On Sunday, May 5, 2019, Hurricane Smith continued to intensify becoming a Category 3 hurricane with sustained winds of 120 MPH at 11:00 AM. Hurricane Warnings were issued for the Florida West Coast south of Tampa Bay and for the Florida Keys, with Hurricane Watches issued along the Florida East Coast north of Jupiter Inlet and Florida West Coast north of Tampa Bay to Cedar Key. Tropical Storm Warnings were issued for Southeast Florida. On Sunday night, Smith become at Category 4 hurricane as it approached western Cuba.

On Monday, May 6, 2019 exercise participants were in the SEOC responding to injects and the simulated scenario. The hurricane was 36-24 hours from landfall. Hurricane Warnings remained in effect for much of the Florida Peninsula, with a Tropical Storm Warning for portions of Southeast Florida and the eastern Florida Big Bend. Maximum sustained winds remained near 145mph, making Smith an extremely dangerous Category 4 hurricane on the Saffir-Simpson Hurricane Wind Scale. Based on the simulated forecast from the National Hurricane Center, the center of Smith was predicted to pass by the lower Florida Keys Monday evening. Smith was then forecasted to make landfall in Southwest or West Central Florida Tuesday morning and cross the Peninsula during the day, moving off the Northeast Coast of Florida Tuesday evening. Smith was beginning to expand its wind field, which meant impacts would likely be felt along the entire Florida Peninsula, and the angle of approach may allow tropical storm force winds to last up to 24 hours, with hurricane force winds lasting 5-10 hours along the eventual storm center track.

Storm surge estimates brought 14-18 feet of storm surge above ground level along the Southwest and West Central Florida coast, especially along barrier islands, Tampa Bay, and mainland areas south of where the center made landfall. Storm surge inundation of 6-12 feet was possible north
After-Action Report/  
Improvement Plan (AAR/IP)  

of where Smith makes landfall, and 2-8’ along much of the Florida Keys. As Smith exited the Peninsula, storm surge along the East Coast was predicted to reach 2-4’ above ground. Rainfall amounts was predicted to reach 7-10 inches, with higher amounts up to 12-15 inches possible, across Central and South Florida which produced significant river and street flooding, especially in urban and low-lying areas. Flood Watches were now in effect across South Florida and Northeast Florida, with Flash Flood Watches issued across much of Central Florida. Isolated tornadoes and waterspouts were forecasted in outer rain bands across southern Florida and portions of Central Florida this afternoon through Tuesday, and then across Central and portions of Northeast Florida on Tuesday and Wednesday. Tornado Watches would likely be issued this morning for portions of South Florida.

On Tuesday, May 5, 2019 exercise participants were responding to the landfall of Hurricane Smith. Hurricane Smith continued to move closer to Florida, with Hurricane Warnings in effect for the West Coast of Florida south of the Suwannee River, the entire Florida Keys, and the Florida East Coast between Nassau and Palm Beach Counties. Hurricane Smith intensified through the day, beginning the morning at a 105mph Category 2 storm to a 125mph Category 3 hurricane at landfall around 5 pm EDT at Tarpon Springs. Smith was forecasted to cross the Central Florida Peninsula Tuesday night before exiting the Northeast Florida Coast early Wednesday.

A storm of this magnitude would produce considerable damage along much of the Florida West Coast. Total storm tide values between 6 and 13 feet above ground level are possible along the Southwest Florida Coast, with the highest values along barrier islands and near Tampa Bay. Storm tide values could also reach between 12 and 19 feet along the entire shore of Tampa Bay, with 10-15 feet over along the Gulf Coast from St. Petersburg Beach north to Citrus County. Wave heights of 10-20 feet may surge up the Hillsborough and Alafia Rivers, as well as surrounding canal systems. Surge may travel several miles inland, inundating much of Interbay Peninsula and interbay islands and may pose a significant threat to infrastructure over the bay and within 5-8 miles of the shoreline. Low-lying areas as much as 10 miles inland may be inundated. Total rainfall for the area may reach up to 6 to 12 inches, which would cause flooding to areas very far inland.

On Wednesday, May 6, 2019, the final day of the exercise, participants were responding to the 12-24-hour timeframe post landfall. Hurricane Smith crossed the Florida Peninsula overnight as a category 2 hurricane and exited NE FL near St. Augustine around 4 PM as a category 1 hurricane. At this time all hurricane and tropical storm warnings were canceled. Storm surge of 3-6 feet impacted NE FL and the St. Johns River Basin and the storm produced rainfall in excess of 12 inches.

This scenario reflects a very possible situation that could affect the State of Florida during any hurricane season, especially the upcoming 2019 season. Having the State Emergency Response Team (SERT) exercise this scenario will prove beneficial in ensuring they are prepared for this hurricane season and future seasons to come.
ESF 1/3: TRANSPORTATION/PUBLIC WORKS AND ENGINEERING

Strengths

The 2019 HURREX revealed the following strengths:

**Strength 1:** Leadership and Partnerships

The returning leadership within the ESF was incredibly strong in addition to the relationships with their partners in the SEOC.

**Strength 2:** ESF 16 Coordination

There was great coordination between FDOT, FHP and public works throughout the exercise. There were meetings to discuss the use of ESU lanes during disasters along with a real-world meeting to discuss any new plans or procedures that might be implemented during this hurricane season.

**Strength 3:** ESF 12 Coordination

Staffed worked with ESF 12 to plan rendezvous points both north and south of the expected storm path. Routes were planned and ESF 12 and other partner agencies were informed of what time to be at what location in order to join up and caravan into the impacted areas along the debris removal teams.

Areas for Improvement

The following areas for improvement were identified:

No areas for improvement were identified.
ESF 2: COMMUNICATIONS

Strengths
The 2019 HURREX revealed the following strengths:

Strength 1: New ECO

ESF 2 had a new ECO, which provided fresh eyes to the ESF and was able to make some positive changes to help expedite mission requests.

Strength 2: Utilization of Resources

ESF 2 was able to utilize off site staff to fill mission requests. This helped to keep the ESF room free of non-essential personnel and allowed multiple resources to work on missions at the same time.

Areas for Improvement
The following areas for improvement were identified:

Area for Improvement 1: Statewide Communications Network

Analysis: Each county has different communications systems. The best system in the "Public Safety Grade" but many counties don't have this caliber of system, therefore during an activation ESF 2 has to take time to figure out what system each county has in order to send out the right resources. This should be communicated prior to activations to ensure all SEOC staff are aware of this.
ESF 4/9: Firefighting/Search and Rescue

Strengths
The 2019 HURREX revealed the following strengths:

**Strength 1:** Agency Participation

More than 20 personnel from both the State Fire Marshall’s Office and Local Fire Departments participated in the exercise. Many had considerable field experience which was beneficial to their response within the SEOC.

**Strength 2:** Staging Areas

ESF 4/9 staff were quick to identify the need for two staging areas based off the projected path of the storm. Both state and mutual aid resources were directed to these staging areas in order to reduce response time after the storm passed.

**Strength 3:** Additional Team Requests

In addition to prestaging teams, additional USAR, HazMat and Swiftwater rescue teams were requested through EMAC and FEMA early on to help hasten the response when applicable. This also allowed new participants the opportunity to become familiar with the process of requesting aid through other states and FEMA.

**Strength 4:** Planning Unit Creation

A planning unit was set up at the Forestry Doyle Connor building about three miles from the EOC. Personnel and USAR Liaison were assigned to begin planning for post-storm deployments.

**Strength 5:** Alternate COOP Location Identified

Having the Planning Unit established at an off-campus location provides a ready-made COOP location for the ESF. If the Planning Unit has current information, they can seamlessly take over ESF Operations from this area.

**Strength 6:** ESF Liaisons

ESF 4/9 was able to designate members of their team as liaisons to other ESFs to provide direct communication between partner ESFs which was very helpful in accomplishing missions tasks.

**Strength 7:** SAR-Ex
Having SAR-Ex held at the same time as the hurricane exercise provided a good opportunity for the ESF to work through real-time events in conjunction with the exercise. Additionally, SEOC and partners involved with SAR-Ex were provided with an opportunity to test and identify any potentially changes to communications systems that may be needed.

Strength 8: Mission Prioritization

The planning unit with ESF 4/9 was able to identify any areas needing immediate response and give staged teams the go ahead to respond once safe to do so. As teams completed assignments, the next highest priorities were already established, and teams were sent on based on their locations, minimizing cross-travel and reducing time to mission.

Areas for Improvement

The following areas for improvement were identified:

Area for Improvement 1: Staging Area MOU/MOAs

Analysis: During the exercise, the SERT Chief challenged all ESFs to determine what facilities may be needed and determine if a Memorandum of Understanding or a Memorandum of Agreement was legally needed to utilize them. These may not be needed depending on what facilities are used, but the consideration process needs take place, and if so, the process should be initiated.

Area for Improvement 2: Personnel Utilization

Analysis: Although ESF 4/9 did a good job utilizing their staff to the fullest, there were more personnel in the ESF than there were resources available. Not all personnel were actively being utilized. It is recognized during an actual activation of the SEOC, a second operational shift would be needed and not all personnel would be there at the same time. When additional personnel are available, the ESF should continue designating some to act as Liaisons with other ESFs, such as ESF 12-Fuels, to maintain active communications between the ESFs.

Area for Improvement 3: Communication with Planning Unit

Analysis: Communications between the SEOC and the Connor Planning Unit were not always timely or consistent, resulting in the Planning Unit not always having current information to plan on team's movements or concerning the status of the SEOC. When "thunderbolts" were issued at the SEOC, it could be up to an hour before the Planning Unit was aware. Establishing the Planning Unit within the ESF has been proven to be effective in two real-world activations. However, it should be looked into whether this is the most practical location for this. Additionally, the ESF should coordinate to identify method to maintain communications regularly with the planning unit.

Area for Improvement 4: Port Explosion
Analysis: An announcement was made in the EOC regarding an explosion at the Port of Jacksonville at about 0945. No other information was provided. There was no Info Message with any additional information and no exercise injects were seen. Though there was not a mission inject provided with this "Thunderbolt", the ESF should still have treated the information as a "real" event and taken efforts to track down the information from Command staff, determine what actions were needed and initiate missions to support those tasks.

Area for Improvement 5: Common Terminology

Analysis: With the various first responding agencies within the ESF there are many terms spoken that are specific to certain agencies. Consider creating a chart with all terminology on it within the ESF room, or requiring the use of ICS terminology so all participants can stay on the same page during the response and understand each other.
ESF 5: PLANS

Strengths
The 2019 HURREX revealed the following strengths:

Strength 1: WebEOC
WebEOC was a great tool to consolidate information/efforts. ESF 5 explained changes and new resources well, which helped other ESFs adjust to using ICS forms on WebEOC.

Strength 2: Florida National Guard (FLNG)
ESF 5 used the Florida Nation Guard (FLNG) to attend section briefs for information sharing. They were able to train new FLNG on ESF 5 operations and procedures.

Strength 3: Operations during network loss
During the network outage, ESF 5 was able to print forms for each ESF in the event the IAP needed to be handwritten. However, new staff may not be aware of these procedures so consider training and exercising this scenario to practice operating with limited access to technology.

Strength 4: SOG Update (Situation Unit)
The Situation unit gave their current SOG to the FLANG and asked them to follow the document and perform their duties. Anywhere they felt the document was unclear or didn’t have information, ESF 5 noted that part of the document to improve or update.

Strength 5: Aerial Recon (Situation Unit)
The Situation Unit was able to work with UAS partners and fly drones for footage. They were able to work with data transfers and see how information can be uploaded for quick review and situational awareness.

Areas for Improvement
The following areas for improvement were identified:

Area for Improvement 1: Cross Training of Staff
Analysis: Consider using the HURREX to cross train ESF 5 staff to build depth during activations. Consider changing who is the lead each day and allow everyone an opportunity to run meetings and develop the IAP.

Area for Improvement 2: WebEOC IAP Board
Analysis: There were some issues with visibility and editing of the IAP board. Not all branch directors could access the board. Work with IT prior to an activation to fix these issues.

Area for Improvement 3: Update SOPs
Analysis: There have been a lot of changes in structure and operations in ESF 5. Consider updating SOPs and other guidance documents for new staff to reflect these changes. Update changes to the battle rhythm and how information is received. Consider also including a clear outline of duties/goals for supporting personnel.

Area for Improvement 4: Organization Chart

Analysis: There were some timing issues with receiving the Org chart and some ESFs were not able to return it in a timely manner. Consider emailing the Org chart in the morning to receive it on time.

Area for Improvement 5: COOP Familiarity

Analysis: Some new staff were not familiar with the COOP plan for ESF 5. Consider training and exercising COOP plan so that new can learn and old staff can practice operating under those circumstances.

Area for Improvement 6: EOC Communications

Analysis: Many did not hear about the inject, which notified the EOC of a shooting at a shelter. The presence of a hostile incident has implications for many ESFs who send, direct or transport people or resources into the impacted area. Information was conveyed but did not reach all who might need to know.

Area for Improvement 7: Information Storage Awareness

Analysis: Many ESFs had issues with understanding where to find certain updates on activities within the SEOC and WebEOC. ESF 5 should strive to communicate these locations and increase awareness within the EOC on where updates can be found within WebEOC.

Area for Improvement 8: Florida Air National Guard (FLANG) Training

Analysis: Much of the initial time of a the FLANG deployment is wasted on training the basics and giving them a broad overview of their duty. Additionally, the deployed personnel may not be the same for each activation which would further perpetuate this issue. Biannual training sessions with FLANG resources who would deploy to the SEOC should be considered so they can come into the SEOC with a better understanding of their role from the start.
ESF 6: MASS CARE

Strengths
The 2019 HURREX revealed the following strengths:

Strength 1: Leadership
ESF 6 had quality leadership during the exercise which caused the ESF to work as a cohesive team throughout the process. Leadership reminded the ESF of their purpose and worked to keep their focus on the care and concerns of impacted citizens and employees.

Strength 2: Agency Participation
ESF 6 had a high level of participation from primary and support agencies throughout the exercise.

Strength 3: Recovery Focused
ESF 6 staff responded to the scenario with recovery in mind early on. By doing this they were able to transition services much quicker which helps provide a better response overall.

Strength 4: Information Protection
ESF 6 staff did a good job of reinforcing the need for safeguarding and protecting personal information during safety and wellness checks.

Strength 5: Fire Drill
The fire drill inject provided ESF 6 staff with a good opportunity to identify their orders of succession and add sign in sheets to the room for accountability. Additionally, the ESF was able to identify a rally point and COOP location for use in future emergency situations like this.

Strength 6: Multi-Agency Shelter Transition Teams (MASTT)
The exercise provided ESF 6 an opportunity to discuss in further detail the use of MASTTs to identify programs that would be helpful with the transition out of shelters back into homes or temporary housing.

Strength 7: Learning Environment
The exercise serves as a good opportunity for the ESF 6 to train new personnel and ensure they are battle-ready for any future activations / disasters. Additionally, the exercise allowed ESF 6 to work through potential solutions for such as using state employees for shelter/disaster workers and inmates for assembling nonperishable sack lunches.
Areas for Improvement
The following areas for improvement were identified:

Area for Improvement 1: Shelter Population Data

**Analysis:** ESF 6 is responsible for reporting the locations, status and populations of all shelters in the state. American Red Cross reports population data for shelters it manages, but not for those it just supports. Unless other managing entities also report population data, shelter population data and the Shelter Board will be incomplete. ESF 6 should identify the entities that manage shelters that are not reporting their shelter population. Consider the creation of a standardized reporting process to help solve this issue.

Area for Improvement 2: ESF 6 Room

**Analysis:** The ESF 6 room was too tight. All seats were filled, and there was minimal ability to move or to ingress/egress. Makeoverflow seating arrangements/embed ESF 6 liaisons with related ESFs, look for a bigger room, or reduce the number of personnel.

Area for Improvement 3: Communication Issues at Shelters

**Analysis:** ESF 6 Players discussed communications issues at shelters i.e. limited number of ham radio operators, parallel efforts by agencies to establish communications, and a tendency for everyone to call the shelter manager for information. Consider the development of an ESF 6 SOP describing how ESF 6 partners might coordinate to use limited ham radio operators more effectively and maximize each other’s communications resource/efforts.

Area for Improvement 4: “Kit” Information

**Analysis:** Players did not know where to find the contents of kits (hygiene, toddler, etc) There used to be a single place where those were kept, however the new version of WebEOC does not have it. The Human Services Branch / ESF should consider temporarily using Info Messages within WebEOC to put in what kits (hygiene, toddler, etc.) are composed of. Additionally, ESF 6 / Human Services should work with IT to find a permanent repository within WebEOC for kit contents and providers.

Area for Improvement 5: Personnel Safety

**Analysis:** Players indicated that personnel had been sent into the storm. Since the timeline shifted, the storm had already impacted the area. The team would have been wiped out. ESF 6 should consider developing a checklist of information needed before deploying personnel into an area (ex. Timeframe to impact, Accessibility, hazards, etc).

Area for Improvement 6: Communication with Vendors / Personnel

**Analysis:** There was no specific instruction to communicate hazards to personnel, teams and vendors, to ensure their traveling safety. Safety messages to this effect may have been covered in the IAP but did not seem to have a process for being relayed to those not already in the SEOC.
The ESF should ensure they are constantly communicating with their partners the safety messages contained within the IAP when they are entering potentially hazardous areas.

**Area for Improvement 7: Red Cross Feeding**

**Analysis:** Red Cross cannot always provide three meals a day. The general population can adapt if there is a need to reduce to one meal per day. Some special needs individuals may not be able to reduce to one meal a day (ie. Diabetics, others) Because of this, Red Cross advised mass care partners not to consider them as Plan A for feeding at special needs shelters. ESF 6 should ensure that special needs shelters have made feeding arrangements.

**Area for Improvement 8: Host Sheltering Plans**

**Analysis:** Under current policy, the State of Florida will directly cover the Category B costs of Host Shelter operations for the first five days following the incident. To account for the orderly transition of shelter residents, the SERT needs awareness on the counties’ plans for assuming responsibility by Day 3, otherwise residents will be transitioned out of the host shelter. ESF-6 needs to coordinate with county emergency management to ensure that these considerations are being recognized in sheltering plans.
ESF 8: HEALTH AND MEDICAL SERVICES

Strengths
The 2019 HURREX revealed the following strengths:

Strength 1: Staging Areas for Ambulances
ESF 8 was quick to establish staging areas for ambulances and other ESF 8 resources for quick
deployment during the event.

Strength 2: Leadership
ESF 8 leadership was strong throughout the entire exercise. Leadership was quick to review what
actions would have already taken place given the scenario and were quick to outline expectations
moving forward throughout the exercise.

Strength 3: Daily Briefings
Each day the ESF would sit down and brief out on what actions have occurred and where they
are at within the response, outline where resources were, and what has been expended up to this
point to keep all staff up to date and eliminate any duplication of efforts.

Strength 4: Network Outage
ESF 8 was prepared with their own back up network when the SEOC loss connection. This
redundancy allowed them to keep working on missions throughout the issue. Additionally, the
ESF made phone calls to mission requesters so as to keep them updated throughout the event.

Strength 5: Fire Drill Evacuation
ESF 8 performed the evacuation for the fire drill flawlessly. They have sign in sheets posted in
the ESF room each day which they used to reference at their evacuation point to ensure all staff
was there. They also loudly identified their location for staff to report to when out in the parking
lot. Finally, they referenced the sign in sheet upon return to the ESF 8 room to ensure all staff
made it back.

Strength 6: Pre-Identifying Staging Areas
The exercise served as a good opportunity for the ESF 8 Logistics to begin to identify staging
areas for resources that have not yet been requested, but are likely to be after the progression of
the storm. This served as an opportunity for the ESF 8 Logistics to identify a list a identified
areas for use during real-world incidents.

Strength 7: Coordination with ESF 16
ESF 8 coordinated well with ESF 16 during the Mass Shooter inject. They were able to identify processes to send medics in with LEOs to respond to the active shooter scene if necessary.

**Strength 8: Body Collection**

ESF 8 coordinated well with ESF 14 on their process for body collection and identification. They informed ESF 14 that no actions would occur until post-storm or when deemed safe to do so.

**Strength 9: Strike Team Distribution**

ESF 8 coordinated with their strike teams very well to ensure they were spreading out between all the available LSAs so they could each adequately get fuel and not over burden any one LSA.

**Areas for Improvement**

The following areas for improvement were identified:

**Area for Improvement 1: IAP Message Templates**

**Analysis:** During the initial days of the exercise it was determined that a lot of time was wasted on creating the IAP message due to their not being an existing template for ESF 8. Consider creating a canned IAP message template to easily fill when having to provide this information so more time can be spent focusing on mission response.

**Area for Improvement 2: ESF 8 Section Chiefs**

**Analysis:** There were times were ESF 8 finance was not made aware of certain decisions which could potentially be problematic as they are responsible for the funding of ESF 8 resources. Currently, many of the section chiefs are not housed in the SEOC during activations and information does not always reach them when certain decisions are being made. Ensure all section chiefs for ESF 8 are present in the SEOC or at least made of aware of all decisions being made within the SEOC.

**Area for Improvement 3: Communication of Hazards**

**Analysis:** There were some complaints from the ESF on the lack of understanding of what hazards may be present within an impacted area. ESF 8 was staging resources based off of the scenario but some of the impacts were different from what was designed. Consider covering all hazards to be expected in impacted areas during the daily briefings. This will ensure all ESFs are aware of what they are sending their resources into to allow for safer, more effective planning.

**Area for Improvement 4: Mortuary Facility Identification**

**Analysis:** There were some instances during the exercise where ESF 8 logistics was having trouble identifying which locations could be used as temporary mortuary units. Consider
reaching out to counties to pre-identify which areas could be used and create a master list to house within the SEOC so ESF 8 can quickly identify these locations for use.

**Area for Improvement 5: Coordination with Air Operations**

**Analysis:** There were some gaps identified during the exercise on the use of Air Operations for evacuations of impacted hospitals. This is not usually something that would be done by Air Ops during a disaster situation and this needs to be understood by the ESF. Consider holding meetings with Air Ops to outline expectations and create an understanding of how the two can work together and utilize the capabilities effectively.

**Area for Improvement 6: Real Time GIS Maps**

**Analysis:** ESF 8 identified a need for real time GIS maps to reflect where resources are located throughout the state, such as ambulances, nurses, etc. Additionally, it was identified that having a real time map of how many hospital beds are available at each hospital within a county or region would be incredibly beneficial. Consider working with the GIS Unit to create these maps for use in the ESF room so all staff can efficiently move resources and be aware of what resources are available at any given time.
**ESF 10: ENVIRONMENTAL PROTECTION**

**Strengths**
The 2019 HURREX revealed the following strengths:

**Strength 1: Learning Environment**

This exercise served a good opportunity for the new ECO and alternate ECO, along with new FDEP staff, to become familiar with their positions and SEOC operations and systems during an activation.

**Strength 2: Info Messages**

ESF 10 sends out multiple info messages containing information regarding things such as, debris burning, asbestos clean-up, Construction Control Lines, Temporary Coastal Armoring, Waterway Debris, Hazardous Waste Collection and other preparation & response topics.

**Strength 3: FlaWARN Activation**

ESF 10 activated FlaWARN early to allow Water and Wastewater facilities to report pre-storm needs and assets that can be deployed from areas outside the projected impact area.

**Strength 4: Debris Sites**

ESF 10 sent out a list of pre-approved debris sites in an info message in WebEOC and provided activation authorization once the Emergency Final Order (EFO) was issued.

**Strength 5: FDEP Statewide Communication**

ESF 10 held a State-wide conference call with all FDEP offices once the EFO was issued to determine which offices would be closed and where those personnel should relocate to. Communications regarding these decisions were exercised through Everbridge and it was determined satellite phones will be issued to filed personnel to maintain communications in areas likely to be without cell service.

**Strength 6: Facility Prioritization**

ESF 10 staff identified various facilities throughout the state such as drinking water facilities, hazardous materials facilities and major industrial facilities likely to be impacted. Once the facilities were determined they began reaching out to high priority facilities to determine what protective actions would be necessary.

**Strength 7: StormTracker**
The use of StormTracker proved incredibly beneficial for identifying which facilities sustained damages or required site visits to determine the level of impact. Of the 130 facilities in the system 65 were identified as needing visits.

**Strength 8:** Superfund Technical Assistance Response Teams (START)

ESF 10 request 3 EDA Superfund Technical Assistance Response Teams (START) to deploy 6 hazmat teams to the Tampa Bay area which proved to be incredibly beneficial to the overall response.

**Strength 9:** Agency Coordination

ESF 10 coordinated well with ESF 4/9 and 13 to provide HazMat, START and CERFP teams to evaluate the current and potential hazardous materials spills associate with the Port of Tampa.

**Areas for Improvement**
The following areas for improvement were identified:

**Area for Improvement 1:** Pre-Authorization for Disaster Debris Management Sites

**Analysis:** ESF 10 wanted to Pre-Authorize Debris Management Sites in the first operational period but could not until an Emergency Final Order was issued the next day. This can hamper local sites from preparing to accept debris because by the time the EFO was issued, they were in final protective measures to prepare for storm conditions. Develop a SOP to identify and allow FDEP to preauthorize Debris Management sites prior to an EFO being executed.

**Area for Improvement 2:** FDEP Office Communication

**Analysis:** Although there were some strengths to the communication with FDEP throughout the state, during a real-world disaster there would be a State-wide conference call with all FDEP offices at least daily. This only occurred on the second day of the exercise. Since this event only occurs once a year, it is suggested that the conference calls are held daily during future exercises to both determine the status of each office, available personnel and to make sure all needed communications are made to affected parties in each region and to ESF 14.

**Area for Improvement 3:** Redundancy

**Analysis:** While it is understood not all staff qualify to authorize certain missions or tasks, there are some cases where certain activities can be completed or authorized by multiple people but were not throughout the exercise. Consider cross training IT systems between various agencies (EPA, DEP, Ag, USCG) employees to allow multiple agencies access to response data eliminating redundancy with the ESF.
ESF 11: FOOD AND WATER

Strengths
The 2019 HURREX revealed the following strengths:

**Strength 1:** Training new Staff

ESF 11 rotated members in shifts during the exercise and used it as an opportunity to train new members.

**Strength 2:** Exercise Participation

ESF 11 had strong participation throughout the exercise and acted as a cohesive unit. Leadership was strong and they communicated in person to resolve questions/mission as needed.

**Strength 3:** Review of Procedures

ESF 11 discussed their process for having shipment recipients let them know when shipments arrive, to send pictures of the tag, and location of vehicles or trailers dropped onsite to facilitate equipment return.

**Strength 4:** Mission Follow-up

ESF 11 was able to handle misdirected mission requests. When this occurred, they followed up with the requestor and prompted re-tasking.

**Strength 5:** Processes Clarification

ESF 11 worked with their ESF 7 partners and deconflicted processes and clarified what ESF 11 would be responsible for ordering food and water for PODs.

**Strength 6:** Partnerships

ESF 11 communicated with and strengthened relationships with ESF 6’s partner, Feeding Florida, who offered to provide information regarding tracking national donations and leveraging partners for transportation and storage.

Areas for Improvement
The following areas for improvement were identified:

**Area for Improvement 1:** Updated SOPs

**Analysis:** During the exercise, it was clarified that ESF 11 would be responsible for ordering the bulk food and water sent as part of a POD. This process may not be included in SOPs or training.
Area for Improvement 2: WebEOC Training Prioritization

Analysis: ESF 11 was monitoring the primary missions but did not see the “support” missions screen until the second day.
ESF 12: ENERGY

Strengths
The 2019 HURREX revealed the following strengths:

**Strength 1:** Exercise Participation

Energy partners were participating in the exercise and were in the EOC with staff to provide real-time updates.

**Strength 2:** Train new Staff

ESF 12 (Power) was able to train new staff to be able to handle mission requests and better prepare them for a real-world event. This helped to develop dept within the unit.

**Strength 3:** Coordination

ESF 12 (Power) was able to coordinate with ESF 1/3 on post impact caravanning behind debris removal teams. This will provide them with a police escort so they can start work right behind the first responders.

**Strength 4:** Leadership Building

ESF 12 (Fuels) trained and rotated new room leaders to cross train staff and build depth.

**Strength 5:** Partnerships

ESF 12 (Fuels) strengthened their relationship with their emergency fuel provider, MARCO. The ESF and MARCO held a conference call to discuss the movement of fuel around the state and what they would do in the even multiple fuel ports when offline.

Areas for Improvement
The following areas for improvement were identified:

**Area for Improvement 1:** Operational Communication

**Analysis:** ESF 12 Fuels is located in the other building outside the SEOC. They have access to their own room and have a TV for the SEOC. However, when they are on the phone or if the TV volume is turned down too low, they don't hear the announcement from the SEOC. Additionally, a plan should be identified to ensure ESF 12 are coordinating with the SEOC to ensure they receive all announcements.
ESF 13: MILITARY SUPPORT

Strengths
The 2019 HURREX revealed the following strengths:

Strength 1: Network Outage

ESF 13 was well prepared for the network outage in the SEOC. They had a back up network system they could log into allowing them to continue mission tracking and updates during the exercise.

Strength 2: Learning Environment

The exercise served as a good opportunity to train new staff on ESF 13 and SEOC Operations during an activation.

Strength 3: EMAC Coordination with SEOC

ESF 13 and the SEOC worked well together to identify the proper formats for EMAC requests. This is beneficial for future activations as it will save time and allow for quicker more efficient requests.

Areas for Improvement
The following areas for improvement were identified:

Area for Improvement 1: Communication between SEOC and JOC

Analysis: There were issues with the Joint Operations Center (JOC) not updating missions as resources arrived and this was troublesome for ESF 13 in the SEOC. This could potentially cause a duplication of resources because the SEOC is not aware that those requests have been taken care of. Also, this causes a lack of situational awareness within the SEOC as they are unsure where resources are or if they have been utilized. Consider further training for staff at the JOC to ensure they are updating missions to maintain an accurate operational picture.

Area for Improvement 2: SEOC Leadership Expectations

Analysis: There was some confusion within the ESF about what needed to be done and what the new leadership expected from certain processes. Consider meeting with SEOC leadership to sure up expectations so operations can run more smoothly within the ESF come the next activation.
ESF 14: EXTERNAL AFFAIRS – PUBLIC INFORMATION

Strengths
The 2019 HURREX revealed the following strengths:

Strength 1: Testing Capacity
ESF 14 was able to test their ability to monitor and consistently and accurately respond to messaging on social media.

Strength 2: JIC/JIS
ESF 14 tested the activation of the JIC/JIS, including the press line.

Strength 3: SAIL
ESF 14 tested mobilization, activation and running of the State Assistance Information Line (SAIL).

Strength 4: Social Media Monitoring
ESF 14 players monitored social media throughout the exercise and took the opportunity to post a Hurricane Season message on https://twitter.com/FLSERT.

Strength 5: Communication
ESF 14 had access to multiple communications mechanisms/sites by which to communicate with media and/or citizens.

Strength 6: Messaging
ESF 14 discussed the point at which their messaging switched from where to find shelter, to what to do during the storm.

Strength 7: Partnerships
FEMA’s ESF 14 players offered to post the State’s rumor control messages to a FEMA website in a real-world incident.

Strength 8: Media Sharing
ESF 14 disseminated information about the 2019 State Hurricane Exercise and met the needs of reporters covering the event.
Areas for Improvement
The following areas for improvement were identified:

Area for Improvement 1: Network Outage Plan

Analysis: In the event of a network outage, the press line is forwarded to an individual’s cell phone. While this does provide some backup capabilities, the cell phone can quickly become overwhelmed during high call volume.

Area for Improvement 2: Exercise Participation

Analysis: The injects for ESF 14 provided an opportunity for participants to test and refine processes. Many of the ESF 14 supporting agencies were not represented, and so did not get to take advantage of the opportunity.

Area for Improvement 3: Process for Information Gathering

Analysis: ESF 14 disseminates information to the media and general public on all phases of an emergency, as well as actions taken by SERT. It needs best available data as soon as it is available. Lifeline reporting captures vital information of benefit to External Affairs. ESF 14 should coordinate with ESF 5 to ensure they are aware of where information is stored in WebEOC so they can quickly access it when needed.
ESF 15: VOLUNTEERS AND DONATIONS

Strengths
The 2019 HURREX revealed the following strengths:

Strength 1: WebEOC
ESF 15 personnel became familiar with WebEOC and the SEOC’s battle rhythm/processes. They identified several opportunities to enhance WebEOC.

Strength 2: Exercise Participation
ESF 15 was actively involved in the exercise and participated in the mass care and ESF 6 briefings.

Strength 3: Volunteer Florida Portal
Volunteer Florida launched a new portal to connect individuals and groups with volunteer opportunities.

Strength 4: Problem Solving
ESF 15 recognized and discussed various issues impacting the reporting a volunteerism in Florida. They held numerous conversations and considered a variety of options.

Strength 5: Partnerships
Florida Baptists identified personnel near SEOC to share ESF 15 staffing duties and build depth within the unit.

Strength 6: Communication and Relationship Building
ESF 15 communicated well and strengthened relationships with other ESFs and were able to clarify missions as needed.

Areas for Improvement
The following areas for improvement were identified:

Area for Improvement 1: SEOC Training

Analysis: The Statewide Hurricane Exercise was used by many ESFs as a training opportunity. The State HURREX could be even more beneficial if preceded by SEOC, Branch and ESF-specific training, using the exercise as the hands-on practical.
Area for Improvement 2: COOP Plan

Analysis: ESF was not aware of the SERTs requirements to plan for rally points, COOP, etc.

Area for Improvement 3: VOAD Capabilities Matrix

Analysis: The VOAD Capabilities Matrix is a list compiled by staff to show services offered by each entity. The matrix had an error and a service offered by a partner agency with mission. Reverification of services is a large undertaking.
ESF 16: Law Enforcement and Security

Strengths
The 2019 HURREX revealed the following strengths:

Strength 1: Evacuations

Florida Department of Correction evacuated 10 of their facilities in the projected storm path early and inputted that information into WebEOC as an info message. Additionally, 100 FHP troopers were dispatched to assist with SE FL evacuations. These actions were documented well within WebEOC.

Strength 2: Fire Drill

ESF 16 executed the fire drill very well. The Alternate ECO ensured all staff headed to the proper exit and that all computers were locked to ensure security of information. During the evacuation one member of the ESF was injured (exercise) and taken out of play for a period. The ESF was prepared to fill that role and ensure the responsibilities were covered.

Strength 3: Network Outage

When the FDEM network was lost, the ESF accessed WebEOC through the FDLE network. This gave the ESF the ability to continue updating information on current missions. Paper forms were used to communicate within the SEOC until the network came back up.

Strength 4: Escort and Protection Support

Multiple missions were assigned requesting Law Enforcement escort and protection support. ESF 16 used the time while the storm passed to coordinate with local LEAs through the Regional Law Enforcement Coordination Teams (RLECTs) and with the FLANG to confirm which resources would be responding to which missions so they would be ready to deploy as soon as conditions allowed.

Strength 5: Learning Environment

The exercise served a good opportunity for new employees within the ESF to become familiar with WebEOC along with SEOC and ESF 16 operations and responsibilities.

Strength 6: ESF 12 Coordination

ESF 16 coordinated well with ESF 12 to stage fuel resources at secure law enforcement sites along major travel routes.

Strength 7: Regional Law Enforcement Coordination Teams (RLECTs)
The exercise served as a good opportunity become more familiar with the use of RLECTs during a disaster situation. The RELCT that was stood up in the Tampa Bay area was able to accept and handle missions for that Region which proved to be a valuable learning experience.

**Areas for Improvement**
The following areas for improvement were identified:

**Area for Improvement 1: Mass Shooting Inject**

**Analysis:** There was an inject that came through stating there was a mass shooting at a shelter just before storm impact. No other information was provided. There was no Info Message with any additional information and no exercise injects were seen. Though there was not a mission inject provided with this "Thunderbolt", the ESF should still have treated the information as a "real" event and taken efforts to track down the information from Command staff, determine what actions were needed and initiate missions to support those tasks.

**Area for Improvement 2: Security Missions**

**Analysis:** The FLANG ECO (ESF 13) would bring missions over to ESF-16 that were tasked to them directly to coordinate with ESF-16. This informal communication kept any overlap or duplication from happening, but the primary responsibility for security missions is with ESF-16. This misdirecting of missions could have a negative impact on getting the right resources to the need in a timely manner. Provide training to the Emergency Services Branch that all security missions are to be tasked directly to ESF 16, and they will determine if ESF 13 assistance is needed.
ESF 17: ANIMAL AND AGRICULTURAL ISSUES

Strengths
The 2019 HURREX revealed the following strengths:

Strength 1: Training New Staff

ESF 17 used this exercise as an opportunity to train new staff and respond to mission requests. They were able to receive the requests, contact State Agricultural Response Team (SART) partners, task the mission, and complete the mission. New staff were able to get trained on WebEOC and build connections with SART members and partners.

Strength 2: WebEOC

ESF 17 was able to review the new WebEOC and had positive feedback for the changes. They like the streamlined request of information, the way to submit IAP information, access to the battle rhythm, and that it’s their one-stop-shop.

Areas for Improvement
The following areas for improvement were identified:

Area for Improvement 1: Injects

Analysis: ESF 17 didn’t receive many injects during the HURREX. ESF 17 staff can submit extra injects for next year’s HURREX in order to have more play during the exercise. ESF could also consider creating injects that are less common to challenge old staff and train new staff. It is also recommended that a representative from ESF 17 be more involved in the planning process so the ESF can properly exercise in the future.

Area for Improvement 2: Utilization of Exercise Down Time

Analysis: Due to limited injects and play, ESF 17 could consider using down time to training old and new staff or discuss potential setbacks during a real-world event.
ESF 18: Business, Industry, and Economic Stabilization

Strengths
The 2019 HURREX revealed the following strengths:

Strength 1: Information Sharing Platform
ESF 18 was able to test their information sharing platform “disaster.biz”. They were able to answer SimCell’s questions using this platform.

Strength 2: Relationships
ESF 18 was able to develop and strengthen cooperation with the private sector (Publix) as well as cooperation with other ESFs. There was constant contact with the other ESFs and they have a good understanding of the roles and responsibility of the other ESFs.

Strength 2: Phone Log
ESF 18 staff utilize a phone log to write notes on call received and keep track of requests that come through. This is a good tool to keep track of other missions and track whether everything has been resolved.

Areas for Improvement
The following areas for improvement were identified:

Area for Improvement 1: Policy/Protocols
Analysis: The ESF 18 lead identified a need to write out ESF 18 policy and procedures. While most staff are aware, it would be helpful to have a document to follow for new staff and other partners. This would also help to update new partners and their roles.
OPERATIONS

Strengths
The 2019 HURREX revealed the following strengths:

Strength 1: Orders of Succession

During the fire drill the SERT Chief was taken out due to smoke inhalation (simulated) and was no longer able to report to the SEOC. Operations quickly moved the Ops Chief into that role and found a backup for his position as well. This was done quickly and efficiently and was announced to the SEOC so all staff were aware of this change.

Strength 2: SWO Staffing / Operations

The State Watch Office was adequately staffed to handle the influx of weather alerts on top of the normal blue-sky incidents coming through.

Strength 3: Resource Deployment

Operations deployed resources fast and in force ahead of and after landfall to ensure all needs could be met as quickly as possible.

Strength 4: Integration with Logistics and ESFs

Operations provided a staff member to work within logistics which allowed logistics to make more operational decisions autonomously. This allowed logistics to order resources and identify LSAs in impacted areas much more quickly. Operations also integrated themselves within ESFs which was helpful in coordinating fuel resources, USAR and IMT deployment.

Strength 5: Coordination with ESF 18

Operations coordinated with ESF 18 to learn and understand their new procedures to efficiently allow them to work better together come a real-world disaster.

Strength 6: Hurricane Checklist

The exercise served as an opportunity for Operations to validate their newly created hurricane checklist for use during future activations.

Strength 7: Weather Utilization

The weather personnel were utilized much more to provide information to ESFs and Branches than in past activations. This is beneficial as their role is becoming more and more important for other entities within the SEOC to do their job more efficiently.
Strength 8: COOP

Operations was able to COOP successfully and test their equipment. It also served as an opportunity for them to identify future equipment needs to ensure operations readiness when needed.

Areas for Improvement

The following areas for improvement were identified:

Area for Improvement 1: SEOC Floor Phones

Analysis: There were many times throughout the activation where phones would be ringing, and no one would answer them. Important information could be missed by not answering these phones. A plan should be identified to ensure one person is available in each section to answer these phones and take a message to ensure no information is missed.

Area for Improvement 2: Hurricane Checklist

Analysis: Although the hurricane checklist was validated as a useful tool, there are changes that should be made to ensure this document is as useful as it can be. Some questions should be specified further or reworded for ease of use. Continuous updates to this document should be considered to ensure it contains all pertinent information for future activations.

Area for Improvement 3: SWO Training / Weather Updates

Analysis: There were various instances where weather updates sent out didn’t contain enough information on what was changed with regard to watches or warnings in the new advisories. Consider further training for SWO staff on what to include in tropical weather incidents and updates.

Additionally, during the exercise there were some instances where errors were made in the watch and warning incidents where graphical maps were unlabeled. SWO should consider further or more enhanced training on the FDEM regions and counties to eliminate any confusion with the updates as they are sent out.

Area for Improvement 4: Paper Forms

Analysis: Players did not know where to send paper copies of the mission forms during the network outage. As ESFs become more reliant on WebEOC, the paper process will become an important training issue needed as a backup process. Part of the SEOC training should include network outage / paper process procedures. Additionally, consider creating a flow chart for ESFs stating who gets which paper form once completed. Also consider having each ESF keep hard copies of all required forms as precautions to cyber outages or network issues.

Area for Improvement 5: EOC Communications
Analysis: Many did not hear about the inject, which notified the EOC of a shooting at a shelter. The presence of a hostile incident has implications for many ESFs who send, direct or transport people or resources into the impacted area. Information was conveyed but did not reach all who might need to know.

Area for Improvement 6: Continuity Planning

Analysis: Consider creating a process for accountability of ESF and Branch personnel during SEOC activations.
OPERATIONS SUPPORT

Strengths
The 2019 HURREX revealed the following strengths:

Strength 1: Redundancies

During the network loss, Ops Support managed to successfully document missions via the paper forms and submit those to the appropriate branch. Using these forms allowed for resources to continue moving efficiently throughout the SEOC. In addition to the Paper forms, during the network loss, Ops Support was able to identify other redundancies for inputting missions. One form was using their state phones to log into WebEOC and assign missions to the appropriate branch to keep missions flowing and resources moving.

Strength 2: Teamwork

Ops Support worked wonderfully as a team during periods of high stress and mission influx. During these periods, they worked well together to ensure all missions were being assigned and inputted.

Strength 3: Learning Environment

New employees were given good guidance on their role and had enough practice throughout the exercise to become familiar with the WebEOC system.

Strength 4: WebEOC

The exercise served as a good opportunity to identify WebEOC features that could be improved to make the job of Ops Support work for efficiently throughout activations. These improvements will be recommended to IT in their section of this AAR.

Areas for Improvement
The following areas for improvement were identified:

Area for Improvement 1: Mission Tasking

Analysis: There seems to be a lack of understanding of the role of Ops Support within the SEOC. There were various instances where missions where sent back to them asking for them to be re-tasked, however Ops Support does not task missions, only assign. It is the job of the branch to task the missions assigned to them. Further training or outreach outlining the role of Ops Support should be provided to the SEOC to streamline this process so Ops Support can focus on their tasks appropriately.
Area for Improvement 2: Mission assignment

Analysis: There were instances where branches believed they were assigned missions not relevant to their branch. When this happened, they would reassign the mission to Ops Support who would then be responsible for re-distributing the mission. The proper process for this is for the branch to verbally tell Ops Support about the mission assignment and then Ops Support will take that mission and assign it appropriately. This process should either be documented, or a different process should be identified prior to the next activation.
AIR OPERATIONS

Strengths

The 2019 HURREX revealed the following strengths:

**Strength 1: Phone Registry**

During Hurricane Michael a phone registry was created containing all contact information for the Air Ops team members. This was utilized during the exercise and was identified as a best practice.

**Strength 2: Information Sharing through Google Document**

A GoogleDoc was created to track all air assets that were requested through various EMACs. Due to the Air Ops branch being comprised of a variety of agencies, this was considered best practice for all involved agencies working within different systems.

**Strength 3: Air Ops Standard Operating Guideline**

The Air Ops branch created a Standard Operating Gridline (SOG) which proved beneficial for the branch when understanding their purpose, responsibilities, organizational structure missions and procedures.

**Strength 4: FSU UAS Partnerships**

The Air Ops Branch maintains a strong partnership with the FSU UAS program. This is a useful resource for the Air Ops Branch as they can incorporate live footage into the SEOC for response and recovery missions as necessary.

**Strength 5: Communication**

The Air Ops Branch had multiple discussions throughout the SEOC between various ESFs where they discussed the roles and capabilities of the Air Ops Branch, as well as outlining expectations. Additionally, through these discussions they were able to coordinate a variety of resources movements and site identification for things such as LSAs and single point refueling.

**Strength 6: Learning Environment**

This exercise provided the new Air Boss and good opportunity to become familiar with WebEOC and SEOC operations during an activation.

Areas for Improvement

The following areas for improvement were identified:
Area for Improvement 1: Air Bosses

Analysis: Currently there are only Air Bosses from one agency available to serve in the SEOC during a disaster. This is problematic because these agency’s resources can become overburdened very quickly. The Air Ops Branch should strive to identify multiple Air Bosses from various agencies with air capabilities to ensure orders of succession and sufficient resources when facing major disasters.

Area for Improvement 2: Aerial Data

Analysis: Currently there is no mechanism for, or a central location where aerial video and imagery can be uploaded to the SEOC, for both UAS and aircraft. This is problematic during aerial survey flights as that data cannot be uploaded real time into the SEOC for review. The Air Ops Branch should consider working with IT to identify a solution or system for uploading these images back into the SEOC. Additionally, Air Ops should consider coordinating with Recon as the Recon Board is the central location for them to upload images.

Area for Improvement 3: Local Air Assets

Analysis: It was brought to attention that many local sheriff’s offices throughout the state have air assets available that could be potentially useful during a disaster situation. The Air Ops Branch should consider forging relationships or MOUs with local agencies to coordinate the use of their resources as needed, in coordination with ESF 16.

Area for Improvement 4: UAS

Analysis: Although there is strong partnership between the Air Ops Branch and the Florida State University UAS program, that resource may not always be available when needed. Additional UAS resources should be identified at the state level, whether that be purchasing UAS equipment or forging relationships with other UAS providers to ensure there is redundancy for this capability.

Area for Improvement 5: EMAC Requests for Air Assets

Analysis: It was asked that the EMAC process be elevated to the SERT Chief more quickly if those requests are for air assets. It takes time to get these resources moving and in the air. The quicker these requests are processed the quicker the resource can be used effectively. In the future, if an EMAC request for air assets is deemed appropriate those requests should be prioritized over non-life safety requests so they can be activated sooner.

Area for Improvement 6: Helicopter Search and Rescue Technician (HSART)

Analysis: The HSART process should be investigated as being a useful and practical resource for SEOC use during activations. If this is identified as a best practice and practical for the SEOC, the process should be formalized and documented within the Air Ops Branch and used during future activations where necessary.
LOGISTICS

Strengths
The 2019 HURREX revealed the following strengths:

Strength 1: POD Information Dissemination

POD sites were printed and posted making it easier to quickly identify locations. This also made it easier to report on POD locations for the SITREP.

Strength 2: Communication

There was strong communication between the Logistics team and ESF 7. Logistics was also attending meetings and conference calls to listen for any requests that could eventually come to their team.

Strength 3: Training New Staff

New staff were being trained on operations and procedures. Staff were attending county conference calls, completing SITREPs, and sitting in on additional calls.

Areas for Improvement
The following areas for improvement were identified:

Area for Improvement 1: WebEOC Training

Analysis: The staff that could potentially be assigned to Logistics require more hands-on WEBEOC training. Many had seen WEBEOC; however, few had actually “touched” the system prior to the exercise. Additional training is also needed for POD management and mission management within WebEOC.

Area for Improvement 2: Logistics Room

Analysis: Safety should remain top priority during the exercise. In the conference room where Logistics was assigned, there were extension cords and wires on the floor that were a tripping hazard. Additionally, there were not enough computers in the room that the Logistics personnel were assigned to, hindering the ability for a few individuals to work in WEBEOC. Additional computers were not delivered to the room until 1:00 PM.

Area for Improvement 3: Exercise Design

Analysis: During the exercise, the phone numbers that were included in the missions were fake numbers; therefore, when Logistics would make calls for more information, no one answered the phone. This made it difficult to fulfill missions, ask questions, and train staff.
Area for Improvement 4: Staffing

Analysis: In a real-world event, more staff would be needed in Logistics to effectively handle the mission requests. There were not enough staff present for this exercise to effectively handle everything in a satisfactorily time frame.

Area for Improvement 5: Coordination with Air Ops

Analysis: The level of coordination between Logistics and Air Ops during this exercise was not sufficient to handle the operational needs. There needed to be better communication between the two groups.
**FINANCE**

**Strengths**
The 2019 HURREX revealed the following strengths:

**Strength 1: Mission Response**
Missions were done in a timely manner, even when they had to send some back/ask for clarification. They were able to work without problems besides frustration. They knew what was incorrect in the missions and how to correct/what additional information to ask for.

**Areas for Improvement**
The following areas for improvement were identified:

**Area for Improvement 1: Training/missions**

**Analysis:** Finance didn’t get a lot of missions, so they were not able to train for an activation as much as they wanted. They only received 18 missions through WebEOC during the exercise, which isn’t nearly as much as they would get during an activation.

**Area for Improvement 2: Financial Responsibility for Sub-Tasked Missions**

**Analysis:** There was some confusion of who is responsible for the financial aspect of a mission when it is sub-tasked to a separate entity. Does this fall on the original mission recipient or the sub-recipient? Consider working to determine how this process should be handled and create an SOP or guideline for distribution to the ESFs.
**TECHNICAL SERVICES BRANCH**

**Strengths**
The 2019 HURREX revealed the following strengths:

**Strength 1: Responsiveness**

The IT department was flooded with requests and changes to be made for the WebEOC system. They were very quick to identify these problems and provide solutions, whether they be permanent or temporary, to solve the issue.

**Strength 2: Competency**

The IT and GIS staff within the SEOC is incredibly strong and competent in what they do. Having this expertise is incredibly beneficial to the overall function of the SEOC.

**Strength 3: WebEOC Updates**

Although WebEOC remains to be an everchanging system, SEOC staff was very happy with the new updates made to system thus far. SEOC staff seems to be content with the responsiveness of the IT department and their ability to listen to their complaints and make necessary changes.

**Areas for Improvement**
The following areas for improvement were identified:

**Area for Improvement 1: SEOC Stream to ESF Rooms**

**Analysis:** Many ESFs have asked for the ability to stream the SEOC briefing slides into their ESF room on the TVs provided. As this is already a capability, Technical Services should provide more awareness on this capability during briefings in the SEOC.

**Area for Improvement 2: WebEOC Support and Primary Missions**

**Analysis:** There were multiple complaints from various ESFs stating they would like to see the ability to view primary and support missions on the same page. Some ESFs were not responding to the support mission because they did not know they were there. Consider adapting WebEOC so that these missions can be viewed all on the same page to avoid this issue moving forward.

**Area for Improvement 3: Mission Information / Authorization**

**Analysis:** Ops Support noted many issues with missions coming with a lack of information and the correct authorization. Work with Ops Support to identify which fields should be mandatory to fill out before being sent into the SEOC.
**Area for Improvement 4:** Internet and Networks Speeds

**Analysis:** Evaluate the internet and bandwidth speeds within the SEOC and consider if these will be sufficient for a real-world response. If not, consider upgrading or taking corrective actions to mitigate this issue.

**Area for Improvement 5:** IAP Board

**Analysis:** There were some issues with visibility and editing of the IAP board. Not all branch directors could access the board. Consider evaluating this within WebEOC and identifying any found issues to fix before the next activation.

**Area for Improvement 6:** Volume in the State Watch Office

**Analysis:** The SWO was unable to hear audio from the SEOC floor during briefings and announcements. Consider fixing or replacing the audio system in the SWO so they are able to stay updated with all announcements being made.

**Area for Improvement 7:** SEOC Live Stream to Alternate Locations

**Analysis:** Consider creating or allowing a live stream of the SEOC monitors during briefings at alternate location where ESFs may be operating out of. ESF 4/9 was located at the Department of Agriculture Building on Connor Blvd. and would like the ability to stream into the SEOC to stay updated. If possible, consider creating a way for this to occur.

**Area for Improvement 8:** WebEOC Automatic Log Out

**Analysis:** There were many complaints of WebEOC automatically logging individuals out after about 20 minutes, regardless of their level of activity. Some were actively using the system and were logged out. Identify this issue and create a fix for it, if possible.

**Area for Improvement 9:** Alternative Communication Methods

**Analysis:** The internet at the SEOC went down, this could have been internal (I.T. issue) or External (line cut), however The Satellite Dish out could have been used to restore some level of broadband, however it wasn't connected to the network. Internet was still accessible through the use of mobile hot spots, however, due to more than 75% of SEOC Staff using them, to save money they're given out by request only and are no longer simply given out to staff.

**Area for Improvement 10:** .Mil WebEOC Logins

**Analysis:** The staff assigned to Logistics had to set up individual WEBEOC accounts. The staff are military, and as such, has a.mil email account. This is not a compatible email address with WEBEOC. This hindered their ability to start working on missions when the exercise started.
RECOVERY

Strengths
The 2019 HURREX revealed the following strengths:

Strength 1: Communication
Recovery had strong communication amongst themselves and with other ESFs. Everyone understood the chain of command and what each other’s responsibilities were. When something wasn’t clear, they communicated to the other ESFs/sections directly rather than sending an email.

Strength 2: Trained New Staff
Recovery was able to use missions and injects to train new staff for an activation. Even though they received some missions that needed clarification, they used the time to train new staff on operations and procedures.

Strength 2: Mission Response
Recovery received some missions that were a little unclear. They were able to follow-up and request additional information. They were also able to notice missions that were for declared counties so they didn’t waste time repeating themselves.

Areas for Improvement
The following areas for improvement were identified:

Area for Improvement 1: Recovery lead

Analysis: New staff didn’t serve as the recovery lead during the HURREX, which could have been an opportunity to train staff into near leadership roles and develop depth within the recovery unit.

Area for Improvement 2: Reimbursement Procedures

Analysis: Consider creating a document on the process and procedures for reimbursement to distribute to all ESFs so that everyone is operating in the same manner during activations.
CONCLUSION

The Statewide Hurricane Exercise has served throughout the years as an opportunity for the Florida Division of Emergency Management (FDEM) the State Emergency Response Team (SERT) to become better familiar with their roles and responsibilities within the State Emergency Operations Center (SEOC) in response to a major disaster. The 2019 Statewide Hurricane Exercise was no different. Exercise participants were presented with a variety of challenges designed to test their skills and knowledge of hurricane response and SEOC operations. The simulated hurricane for this year’s exercise was based off the 1921 Storm that hit the Tampa Bay area causing significant damage and flooding. With today’s increases in infrastructure and technologies, a hurricane of this magnitude hitting the Tampa Bay area would be catastrophic, to say the least.

It should come as no surprise that if a storm of this magnitude hit Florida today, it would create many challenges for the SERT. Those potential challenges were identified and created as injects which were delivered to exercise participants to test and strengthen their capabilities. Past events and exercises however, prepared the team as they were able to effectively identify and respond to many of the challenges they were presented. Additionally, the injects provided participants with an opportunity to find new areas for which they can improve on in the future to further strengthen the State of Florida’s response to major disasters.

The strengths and areas for improvement found during the 2019 Statewide Hurricane Exercise, echoed throughout this document, will only further enhance the SERTs capabilities, but will take time and resources to fully implement. This commitment to implementing recommendations identified throughout exercises and real-world events has proven to be an integral part in maintaining the fundamentally strong organizational structure the FDEM and SERT currently operate under.
## APPENDIX A: IMPROVEMENT PLAN

This IP has been developed specifically for the Florida Division of Emergency Management as a result of Hurricane Irma. This section combines the previous sections’ Areas for Improvement and provides Corrective Actions and corresponding assignments.

<table>
<thead>
<tr>
<th>ESF / Section</th>
<th>Area for Improvement</th>
<th>Corrective Action</th>
<th>Capability Element</th>
<th>Primary Responsible Organization</th>
<th>Organization POC</th>
<th>Expected Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>ESF 2</td>
<td>Statewide Communications Network</td>
<td>Consider establishing a standard communication outlet for use throughout the entire state.</td>
<td>Equipment, Planning</td>
<td>DMS</td>
<td>Todd Yori</td>
<td>Hurrex 2020</td>
</tr>
<tr>
<td>ESF 4/9</td>
<td>Agency Participation</td>
<td>Consider creating an SOP to designate additional ESF staff as liaisons with other ESFs within the SEOC</td>
<td>Planning</td>
<td>ESF 4/9</td>
<td>John Kohnke</td>
<td>Hurrex 2020</td>
</tr>
<tr>
<td></td>
<td>Planning Unit Communication</td>
<td>Identify a best location for housing the planning unit for ESF 4/9 aside from Connor Blvd.</td>
<td>Planning, Organization</td>
<td>ESF 4/9</td>
<td>John Kohnke</td>
<td>Hurrex 2020</td>
</tr>
<tr>
<td></td>
<td>Port Explosion</td>
<td>Ensure all staff are exercising as they would in a real-world incident</td>
<td>Training, Exercise</td>
<td>ESF 4/9</td>
<td>John Kohnke</td>
<td>Hurrex 2020</td>
</tr>
<tr>
<td></td>
<td>Common Terminology</td>
<td>Create a chart with common terms used during responses amongst varying agencies to house in the ESF room</td>
<td>Planning</td>
<td>ESF 4/9</td>
<td>John Kohnke</td>
<td>Hurrex 2020</td>
</tr>
<tr>
<td>ESF 5</td>
<td>Cross Training of Staff</td>
<td>Consider changing ESF 5 lead each day to allow everyone the opportunity to run meetings and develop IAPs</td>
<td>Planning</td>
<td>SERT Planning Section</td>
<td>Ryan Lock</td>
<td>Hurrex 2020</td>
</tr>
<tr>
<td></td>
<td>WebEOC IAP Board</td>
<td>Work with IT to develop solutions to IAP issues on WebEOC</td>
<td>Planning</td>
<td>SERT Planning Section</td>
<td>Ryan Lock and Colby Maxwell</td>
<td>August 15, 2019</td>
</tr>
<tr>
<td></td>
<td>Update SOPs</td>
<td>Consider reviewing and updating current SOPs to reflect current changes within the ESF. Outline goals and duties within the document.</td>
<td>Planning</td>
<td>SERT Planning Section</td>
<td>Ryan Lock</td>
<td>January 15, 2020</td>
</tr>
<tr>
<td>Organization Chart</td>
<td>Consider emailing out org chart to SEOC in the morning so all ESF receive it on time.</td>
<td>Planning</td>
<td>ESF 5</td>
<td>Nicolai Modrow</td>
<td>Hurrex 2020</td>
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<tr>
<td>COOP Familiarity</td>
<td>Consider further training and exercising of the COOP process.</td>
<td>Training</td>
<td>SERT Planning Section</td>
<td>Ryan Lock</td>
<td>Hurrex 2019</td>
<td></td>
</tr>
<tr>
<td>EOC Communications</td>
<td>Ensure all injects are announced well enough so all SEOC staff are aware.</td>
<td>Training</td>
<td>SERT Operations and Planning Sections</td>
<td>Ashley Davis Ryan Lock</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td>Information Storage Awareness</td>
<td>Ensure information storage locations within WebEOC are discussed during SEOC Briefings.</td>
<td>Planning, Organization</td>
<td>SERT Planning Section</td>
<td>Ryan Lock</td>
<td>Next Event</td>
<td></td>
</tr>
<tr>
<td>FLANG Training</td>
<td>Consider hosting bi-annual training sessions with FLANG support staff on SEOC operations.</td>
<td>Training</td>
<td>SERT Planning Section - Meteorology</td>
<td>Amy Godsey</td>
<td>January 2020</td>
<td></td>
</tr>
<tr>
<td>Shelter Population Data</td>
<td>Consider creating a standardized process reporting process to gathering shelter population data.</td>
<td>Planning</td>
<td>ESF 6 and Operations Section</td>
<td>Peter Newman Ashley Davis</td>
<td>Hurrex 2020</td>
<td></td>
</tr>
<tr>
<td>ESF 6 Room</td>
<td>Consider overflow seating for ESF 6 room, getting a bigger room, or reducing staffing to allow for a less cramped room.</td>
<td>Planning, Organization</td>
<td>ESF 6</td>
<td>Peter Newman</td>
<td>Hurrex 2020</td>
<td></td>
</tr>
<tr>
<td>Paper Forms</td>
<td>Include SEOC training on how to use paper forms during network outage.</td>
<td>Planning</td>
<td>ESF 6 and Operations Section</td>
<td>Peter Newman Ashley Davis</td>
<td>Hurrex 2020</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Require ESFs to have paper forms within the ESF rooms at all times.</td>
<td>Planning</td>
<td>Operations Section</td>
<td>Ashley Davis</td>
<td>Hurrex 2020</td>
<td></td>
</tr>
<tr>
<td>“Kit” Information</td>
<td>Consider using WebEOC info messages to store information about what materials are in the Kits.</td>
<td>Organization</td>
<td>ESF 6</td>
<td>Peter Newman</td>
<td>Hurrex 2020</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Work with IT to find a permanent storage are within WebEOC for kit contents and providers.</td>
<td>Planning</td>
<td>ESF 6 and Technical Services Branch</td>
<td>Peter Newman Colby Maxwell</td>
<td>Hurrex 2020</td>
<td></td>
</tr>
<tr>
<td>Personnel Safety</td>
<td>Consider creating a safety checklist outlining hazards and necessary</td>
<td>Planning</td>
<td>ESF 6, Operations, and Planning Sections</td>
<td>Peter Newman Ashley Davis Ryan Lock</td>
<td>Hurrex 2020</td>
<td></td>
</tr>
<tr>
<td>Red Cross Feeding</td>
<td>Create a plan to ensure special needs shelters have feeding arrangements made outside of the Red Cross.</td>
<td>Planning</td>
<td>ESF 6 and ESF 8</td>
<td>Peter Newman and Christie Luce</td>
<td>Hurrex 2020</td>
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<tr>
<td>Host Sheltering Plans</td>
<td>ESF 6 should ensure they are communicating the Governor’s 5-day host shelter offer to stakeholders and start planning with the FEPA Mass Care Planning Group.</td>
<td>Planning</td>
<td>ESF 6</td>
<td>Peter Newman</td>
<td>Hurrex 2020</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>IAP Message Templates</th>
<th>Consider creating a canned IAP message template for use during activations</th>
<th>Planning</th>
<th>ESF 8</th>
<th>Christie Luce</th>
<th>Hurrex 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>ESF 8 Section Chiefs</td>
<td>Ensure all section chiefs for ESF 8 are present in the SEOC or at least made of aware of all decisions being made within the SEOC.</td>
<td>Planning, Organization</td>
<td>ESF 8</td>
<td>Christie Luce</td>
<td>Hurrex 2020</td>
</tr>
<tr>
<td>Communication of Hazards</td>
<td>Consider covering all hazards to be expected in impacted areas during the daily briefings.</td>
<td>Organization</td>
<td>Operations</td>
<td>Ashley Davis</td>
<td>Hurrex 2020</td>
</tr>
<tr>
<td>Mortuary Facility Identification</td>
<td>Consider reaching out to counties to pre-identify which locations could be used as mortuary facilities and create a master list to house within the SEOC.</td>
<td>Planning</td>
<td>ESF 8</td>
<td>Christie Luce</td>
<td>Hurrex 2020</td>
</tr>
<tr>
<td>Coordination with AirOps</td>
<td>Consider holding meetings with Air Ops to outline expectations and create an understanding of how the two can work together and utilize the capabilities effectively.</td>
<td>Planning</td>
<td>ESF 8</td>
<td>Christie Luce</td>
<td>Hurrex 2020</td>
</tr>
<tr>
<td>Real Time GIS Maps</td>
<td>Consider working with the GIS department to create maps for use in the ESF room so all staff can efficiently move resources and be aware of what resources are available at any given time.</td>
<td>Planning</td>
<td>ESF 8 Technical Services Branch</td>
<td>Christie Luce Jason Ray</td>
<td>Hurrex 2020</td>
</tr>
<tr>
<td>ESF 10</td>
<td>Pre-Authorization for Disaster Debris Management Sites</td>
<td>Develop a SOP to identify potential declared county, prior to receiving an EFO allowing FDEP to Authorize Debris Management sites prior to the EFO being executed.</td>
<td>Organization</td>
<td>ESF 10</td>
<td>Nick Roff</td>
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<tr>
<td></td>
<td>FDEP Office Communication</td>
<td>It is suggested that the conference calls are held daily during future exercises to both determine the status of each office, available personnel and to make sure all needed communications are made to affected parties in each region and to ESF 14.</td>
<td>Training, Planning</td>
<td>ESF 10</td>
<td>Nick Roff</td>
</tr>
<tr>
<td></td>
<td>Redundancy</td>
<td>Consider cross training IT systems between various agencies (EPA, Dep, Ag, USCG) employees to allow multiple agencies to access to response data eliminating redundancy within the ESF.</td>
<td>Training, Organization</td>
<td>ESF 10</td>
<td>Nick Roff</td>
</tr>
<tr>
<td>ESF 11</td>
<td>Updated SOPs</td>
<td>Update SOP to clarify processes for ordering bulk food and water as part of a POD.</td>
<td>Planning</td>
<td>ESF 11 and Logistics Section</td>
<td>Melanie Mason</td>
</tr>
<tr>
<td></td>
<td>WebEOC Training Prioritization</td>
<td>Provide further training to ESF 11 on WebEOC and how to use it.</td>
<td>Training</td>
<td>ESF 11</td>
<td>Melanie Mason</td>
</tr>
<tr>
<td>ESF 12</td>
<td>Operational Communication</td>
<td>Consider creating a better communication system between the ESF 12 Room and the SEOC.</td>
<td>Equipment</td>
<td>ESF 12 Fuels</td>
<td>Debbie Bass</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Create a plan for staff to coordinate with SEOC to receive announcements as they come.</td>
<td>Planning</td>
<td>ESF 12 Fuels</td>
<td>Debbie Bass</td>
</tr>
<tr>
<td>ESF 13</td>
<td>Communication between SEOC and JOC</td>
<td>Consider providing more training to JOC staff on the process for handling missions and mission updates.</td>
<td>Training</td>
<td>ESF 13</td>
<td>Melissa DeLeon</td>
</tr>
<tr>
<td></td>
<td>SEOC Leadership Expectations</td>
<td>Consider meeting with SEOC leadership to understand expectations for SEOC operations.</td>
<td>Organization</td>
<td>ESF 13</td>
<td>Melissa DeLeon</td>
</tr>
<tr>
<td>ESF 14</td>
<td>Network Outage Plan</td>
<td>Consider creating an alternate back up plan for the press line rather than just a single cell phone.</td>
<td>Planning</td>
<td>ESF 14</td>
<td>Jason Mahon</td>
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<tr>
<td></td>
<td>Exercise Participation</td>
<td>Ensure ESF 14 support agencies are present during exercise so the ESF can exercise to their full capabilities</td>
<td>Organization</td>
<td>ESF 13</td>
<td>Jason Mahon</td>
</tr>
<tr>
<td></td>
<td>EOC Communications</td>
<td>Ensure all injects are announced well enough so all SEOC staff are aware.</td>
<td>Training</td>
<td>SERT Operations and Planning Section</td>
<td>Ashley Davis Ryan Lock</td>
</tr>
<tr>
<td></td>
<td>Process for Information Gathering</td>
<td>Consider creating a process to better coordinate with ESF 5 to ensure ESF 14 are aware of where information is stored so they can easily access it as needed.</td>
<td>Planning</td>
<td>SERT Planning Section and ESF 14</td>
<td>Ryan Lock Jason Mahon</td>
</tr>
<tr>
<td>ESF 15</td>
<td>SEOC Training</td>
<td>Consider creating and holding SEOC, Branch and ESF specific training prior to HURREX.</td>
<td>Planning, Training</td>
<td>SERT Human Services Branch and ESF 15</td>
<td>Pam Hughes Christy Rojas</td>
</tr>
<tr>
<td></td>
<td>COOP Plan</td>
<td>Consider holding more training on the COOP process.</td>
<td>Training</td>
<td>ESF 15</td>
<td>Christy Rojas</td>
</tr>
<tr>
<td></td>
<td>VOAD Capabilities Matrix</td>
<td>Consider breaking up the matrix and updating it section-by-section. Although it is a large undertaking, this is a very valuable tool and may benefit from being treated as a live document.</td>
<td>Planning, Organization</td>
<td>ESF 15</td>
<td>Christy Rojas</td>
</tr>
<tr>
<td>ESF 16</td>
<td>Mass Shooting Inject</td>
<td>Ensure all staff are exercising as they would in a real-world incident</td>
<td>Training, Exercise</td>
<td>ESF 16</td>
<td>Mike Phillips</td>
</tr>
<tr>
<td></td>
<td>Security Missions</td>
<td>Create SOP for emergency services on the tasking of security missions and who primary agency is.</td>
<td>Training, Planning</td>
<td>ESF 16</td>
<td>Mike Phillips</td>
</tr>
<tr>
<td></td>
<td>Injects</td>
<td>Consider creating less common injects to challenge and train old and new staff. Provide a representative to be a part of the exercise planning team in order to create injects that will properly exercise the ESF.</td>
<td>Planning, Exercise</td>
<td>ESF 17</td>
<td>Greg Christy</td>
</tr>
<tr>
<td></td>
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<td>Planning</td>
<td>ESF 17</td>
<td>Greg Christy</td>
</tr>
<tr>
<td>Operations</td>
<td>Utilization of Exercise downtime</td>
<td>Consider using the downtime during exercise to train new staff on ESF 17 processes.</td>
<td>Training</td>
<td>ESF 17</td>
<td>Greg Christy</td>
</tr>
<tr>
<td>ESF 18</td>
<td>Policy / Protocols</td>
<td>Re-write and document the ESF 18 policies and protocols.</td>
<td>Planning</td>
<td>ESF 18</td>
<td>Larry McIntyre</td>
</tr>
<tr>
<td>SEOC Floor Phones</td>
<td>A plan should be identified to ensure one person is available in each section to answer these phones and take a message to ensure no information is missed.</td>
<td>Planning</td>
<td>SERT Operations Section</td>
<td>Ashley Davis</td>
<td>Hurrex 2020</td>
</tr>
<tr>
<td>Hurricane Checklist</td>
<td>Continuous updates to this document should be considered to ensure it contains all pertinent information for future activations.</td>
<td>Planning</td>
<td>SERT Operations Section</td>
<td>Ashley Davis</td>
<td>Ongoing</td>
</tr>
<tr>
<td>SWO Training / Weather Updates</td>
<td>SWO should consider further or more enhanced training on the FDEM regions and counties.</td>
<td>Training</td>
<td>FDEM Operations Section</td>
<td>Ashley Davis</td>
<td>Hurrex 2020</td>
</tr>
<tr>
<td></td>
<td>Consider further training for SWO staff on what needs to be included in tropical weather incidents and updates.</td>
<td>Training</td>
<td>FDEM Operations Section</td>
<td>Ashley Davis</td>
<td>Hurrex 2020</td>
</tr>
<tr>
<td>Paper Forms</td>
<td>Create process for who gets which paper forms once completed.</td>
<td>Planning</td>
<td>SERT Operations Section</td>
<td>Ashley Davis</td>
<td>Hurrex 2020</td>
</tr>
<tr>
<td></td>
<td>Consider requiring each ESF to have card copies of paper forms at their stations.</td>
<td>Planning</td>
<td>SERT Operations Section</td>
<td>Ashley Davis</td>
<td>Hurrex 2020</td>
</tr>
<tr>
<td>EOC Communication</td>
<td>Ensure all injects are announced well enough so all SEOC staff are aware.</td>
<td>Planning, Organization</td>
<td>SERT Operations and Planning Sections</td>
<td>Ashley Davis Ryan Lock</td>
<td>Hurrex 2020</td>
</tr>
<tr>
<td>Continuity Planning</td>
<td>Create process for accountability of ESF and Branch personnel during SEOC activations.</td>
<td>Planning, Organization</td>
<td>Operations</td>
<td>Ashley Davis</td>
<td>Hurrex 2020</td>
</tr>
<tr>
<td>Operations Support</td>
<td>Mission Tasking</td>
<td>Further training or outreach outlining the role of Ops Support should be provided to the SEOC</td>
<td>Training</td>
<td>SERT Operations Support Branch</td>
<td>Isabell Parker</td>
</tr>
<tr>
<td>Mission Assignment</td>
<td>Description</td>
<td>Responsibility</td>
<td>Location/Period</td>
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<tr>
<td>Air Bosses</td>
<td>The Air Ops Branch should strive to identify multiple Air Bosses from various agencies with air capabilities to ensure orders of succession and sufficient resources when facing major disasters.</td>
<td>Planning</td>
<td>SERT Operations Section</td>
<td>Robert Dietrich</td>
<td>Hurrex 2020</td>
</tr>
<tr>
<td>Aerial Data</td>
<td>The Air Ops Branch should consider working with IT to identify a solution or system for uploading these images/data back into the SEOC.</td>
<td>Planning</td>
<td>SERT Air Operations Branch and Technical Services Branch</td>
<td>Robert Dietrich Jason Ray</td>
<td>Hurrex 2020</td>
</tr>
<tr>
<td>Local Air Assets</td>
<td>The Air Ops Branch should consider forging relationships or MOUs with local agencies to coordinate the use of their resources as needed.</td>
<td>Planning</td>
<td>SERT Air Operations Branch</td>
<td>Robert Dietrich</td>
<td>Hurrex 2020</td>
</tr>
<tr>
<td>UAS</td>
<td>Additional UAS resources should be identified at the state level, whether that be purchasing UAS equipment or forging relationships with other UAS providers to ensure there is redundancy for this capability.</td>
<td>Planning, Equipment</td>
<td>SERT Air Operations Branch</td>
<td>Robert Dietrich</td>
<td>Hurrex 2020</td>
</tr>
<tr>
<td>HSART</td>
<td>Identify whether the HSART process is a best practice for use within the SEOC. If considered a best practice, the HASRT process should be formalized and documented within the Air Ops Branch and used during future activations where necessary.</td>
<td>Planning</td>
<td>SERT Air Operations Branch</td>
<td>Robert Dietrich</td>
<td>Hurrex 2020</td>
</tr>
<tr>
<td>Logistics</td>
<td>WebEOC Training</td>
<td>Consider more hands-on training for staff on the use of WebEOC</td>
<td>Training</td>
<td>SERT Logistics Section</td>
<td>Eugene Buerkle</td>
</tr>
<tr>
<td>Area</td>
<td>Improvement Plan</td>
<td>Department</td>
<td>Name</td>
<td>Position</td>
<td>Date</td>
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<tr>
<td><strong>Logistics Room</strong></td>
<td>Consider additional training on POD and mission management within WebEOC.</td>
<td>Training</td>
<td>SERT Logistics Section</td>
<td>Eugene Buerkle</td>
<td>Hurrex 2020</td>
</tr>
<tr>
<td></td>
<td>Consider cleaning up wires to eliminate tripping hazards within the room</td>
<td>Equipment</td>
<td>SERT Safety Officer</td>
<td>Ashley Davis, Eugene Buerkle</td>
<td>Hurrex 2020</td>
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<tr>
<td></td>
<td>Consider providing more computers so all staff can actively perform work.</td>
<td>Equipment</td>
<td>SERT Logistics Section</td>
<td>Eugene Buerkle</td>
<td>Hurrex 2020</td>
</tr>
<tr>
<td><strong>Exercise Design</strong></td>
<td>Use real phone numbers with missions in future exercise so staff can accurately</td>
<td>Training, Exercise</td>
<td>FDEM Training and Exercise Unit</td>
<td>Linda McWhorter</td>
<td>Hurrex 2020</td>
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<td></td>
<td>exercise their capabilities.</td>
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<tr>
<td><strong>Staffing</strong></td>
<td>Consider increasing staffing levels for Logistics during activations.</td>
<td>Planning</td>
<td>SERT Logistics Section</td>
<td>Eugene Buerkle</td>
<td>Hurrex 2020</td>
</tr>
<tr>
<td><strong>Coordination with Air Ops</strong></td>
<td>Consider meeting with Air Ops prior to future activations to ensure better</td>
<td>Planning</td>
<td>SERT Logistics Section</td>
<td>Eugene Buerkle</td>
<td>Hurrex 2020</td>
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<td>communications.</td>
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<tr>
<td><strong>Finance</strong></td>
<td>Provide more missions for finance in future exercises.</td>
<td>Planning, Exercise</td>
<td>SERT Finance Section</td>
<td>Phyllis Vaughn</td>
<td>Hurrex 2020</td>
</tr>
<tr>
<td><strong>Technical Services Branch</strong></td>
<td>Consider providing more awareness and training on how to access these streams</td>
<td>Training</td>
<td>SERT Planning Section and SERT Communications</td>
<td>Ryan Lock, Ben Bass</td>
<td>Hurrex 2020</td>
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<td>and include that in the daily briefing.</td>
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<td>Consider adapting WebEOC so that these missions can be viewed all on the same</td>
<td>Planning</td>
<td>SERT Technical Services Branch</td>
<td>Colby Maxwell</td>
<td>Complete</td>
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<td>page to avoid this issue moving forward.</td>
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<td>Evaluate the internet and bandwidth speeds within the SEOC and consider if these</td>
<td>Equipment, Planning</td>
<td>SERT Technical Services Branch</td>
<td>Jason Ray</td>
<td>Hurrex 2020</td>
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<td></td>
<td>will be sufficient for a real-world response. If not, consider upgrading or</td>
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<td>taking corrective actions to mitigate this issue.</td>
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<td></td>
<td>There were some issues with visibility and editing of the IAP board. Consider</td>
<td>Planning</td>
<td>SERT Planning Section</td>
<td>Ryan Lock, Colby Maxwell</td>
<td>Hurrex 2020</td>
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<td></td>
<td>evaluating this within WebEOC and identifying any found issues to fix before the</td>
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<td>next activation.</td>
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<tr>
<td>Issue Description</td>
<td>Recommended Action</td>
<td>Responsible Party</td>
<td>Date</td>
<td></td>
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<tr>
<td>Consider fixing or replacing the audio system in the SWO so they are able to stay updated with all announcements being made.</td>
<td>Equipment</td>
<td>Ben Bass</td>
<td>Hurrex 2020</td>
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<tr>
<td>Consider creating or allowing a live stream of the SEOC monitors during briefings at alternate location where ESFs may be operating out of.</td>
<td>Equipment, Planning</td>
<td>Ben Bass</td>
<td>Hurrex 2020</td>
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<td>Consider creating or allowing a live stream of the SEOC monitors during briefings at alternate location where ESFs may be operating out of.</td>
<td>Equipment, Planning</td>
<td>Ben Bass</td>
<td>Hurrex 2020</td>
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<tr>
<td>Some were actively using WebEOC and were logged out. Identify this issue and create a fix for it, if possible.</td>
<td>Equipment</td>
<td>Colby Maxwell</td>
<td>Hurrex 2020</td>
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<td>Consider connecting the Satellite Dish to the network to ensure redundancy if needed</td>
<td>Equipment, Planning</td>
<td>Ben Bass</td>
<td>Hurrex 2020</td>
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<td>Consider creation of designated SEOC hot spots for use in the event there is a network loss.</td>
<td>Equipment, Planning</td>
<td>Ben Bass</td>
<td>Hurrex 2020</td>
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<tr>
<td>Consider working on WebEOC to allow .mil accounts to be accessible with WebEOC.</td>
<td>Planning</td>
<td>Colby Maxwell</td>
<td>Hurrex 2020</td>
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</tr>
<tr>
<td>Consider having new staff serve as the recovery lead during future exercise so all staff can be trained.</td>
<td>Training</td>
<td>Amanda Campen</td>
<td>Hurrex 2020</td>
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<tr>
<td>Consider creating a document on the process and procedures to distribute to all ESFs so that everyone is operating in the same manner.</td>
<td>Planning, Organization</td>
<td>Amanda Campen</td>
<td>Hurrex 2020</td>
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</tbody>
</table>