

# Florida Hurricane Griffin Statewide Hurricane Exercise



## STATE ESF8 AFTER ACTION REPORT/IMPROVEMENT PLAN

---

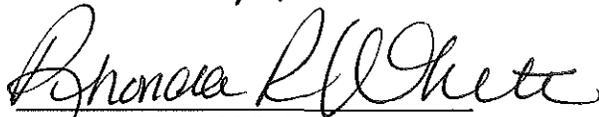
Homeland Security Exercise and Evaluation Program (HSEEP)  
After Action Report/Improvement Plan  
(AAR/IP)

Florida Hurricane Griffin  
Statewide Hurricane Exercise

---

The ~~HURRICANE GRIFFIN~~ After Action Report and Improvement Plan is in compliance with Homeland Security's Exercise and Evaluation Program (HSEEP) and will be used to enhance future Department of Health response plans, trainings, exercises, and event responses.

Adopted on 10/8/11 by:



Rhonda White, M.B.A.  
Director  
Bureau of Preparedness and Response

## ADMINISTRATIVE HANDLING INSTRUCTIONS

1. The title of this document is the Florida Hurricane Griffin Statewide Hurricane Exercise ESF8 After Action report.
2. This is a public document – no special handling instructions are required.
3. Points of Contact:

Samantha Cooksey  
ESF8 Systems Program Manager  
Florida Department of Health  
4052 Bald Cypress Way  
Tallahassee, State 32399  
850-245-4444 x3696 (office)  
850-257-2553 (cell)  
[Samantha\\_Cooksey@doh.state.fl.us](mailto:Samantha_Cooksey@doh.state.fl.us)

Denita Mitchell  
Florida Department of Health  
4052 Bald Cypress Way  
Tallahassee, State 32399  
850-245-4444 x2168 (office)  
[Denita\\_Mitchell@doh.state.fl.us](mailto:Denita_Mitchell@doh.state.fl.us)

This page is intentionally blank.

## CONTENTS

<b>ADMINISTRATIVE HANDLING INSTRUCTIONS.....</b>	<b>1</b>
<b>CONTENTS .....</b>	<b>3</b>
<b>EXECUTIVE SUMMARY .....</b>	<b>5</b>
<b>SECTION 1: EXERCISE OVERVIEW .....</b>	<b>7</b>
<b>SECTION 2: EXERCISE DESIGN SUMMARY .....</b>	<b>9</b>
<b>SECTION 3: ANALYSIS OF CAPABILITIES.....</b>	<b>12</b>
<b>SECTION 4: CONCLUSION .....</b>	<b>28</b>
<b>APPENDIX A: IMPROVEMENT PLAN.....</b>	<b>29</b>
<b>APPENDIX B: ACRONYMS .....</b>	<b>40</b>

This page is intentionally blank.

---

## EXECUTIVE SUMMARY

The Hurricane Griffin - Statewide COOP/Hurricane Exercise was developed to test the State's ability to relocate from the State Emergency Operations Center in Tallahassee to the alternate location in Camp Blanding. The new alternate facility, called the Joint Operations Center Training Facility (JOCTF), had never been tested before by the State Emergency Response Team (SERT). Once communications and operations were established at the JOCTF, the exercise transitioned into a SERT response to a Category 3 (Hurricane Griffin) that impacted the southern, central and northern regions of the State of Florida.

The exercise was developed to test roles and responsibilities of the State Emergency Response Team. ESF8's specific exercise objectives tested the EOC Management, Medical Logistics, Interoperable Communications, and Planning. The exercise planning team was composed of numerous and diverse agencies, including all members of the State Emergency Response Team. ESF8 appointed a single member to the exercise design team from the Florida Department of Health.

Based on the exercise planning team's deliberations, the following objectives were developed specifically for ESF8 during the Hurricane Griffin exercise:

- **Objective 1:** Evaluate the ability for ESF 8 forward element to become operational at alternate location.
- **Objective 2:** Exercise the ability of ESF 8 to establish and maintain communications between forward ESF 8 and ESF 8 home station element.
- **Objective 3:** Evaluate the ability to conduct ESF 8 planning processes (IAP, situation status, GIS and RECON information, etc.)
- **Objective 4:** Exercise ESF 8 pre-landfall contingency planning/operations/training.
- **Objective 5:** Evaluate the ability of ESF 8 staff to utilize remote VPN to access system files to ensure continuity of operations for deployed staff.
- **Objective 6:** Evaluate the ability of deployed ESF 8 staff to re-establish communication with Plans and Logistics Sections in Tallahassee.
- **Objective 7:** Exercise video live meeting and voice/radio (ROIP) over IP communications capabilities.
- **Objective 8:** Exercise and refine restructured ESF 8 organizational response processes.
- **Objective 9:** Exercise mobilization of ESF 8 Logistics Section to include Materials and Staffing unit to conduct training on mission process flow and staffing procedures.

The purpose of this report is to analyze exercise results, identify strengths to be maintained and built upon, identify potential areas for further improvement, and support development of corrective actions.

## Major Strengths

The major strengths identified during this exercise are as follows:

- Successfully relocated ESF8 logistics and planning staff to the JOCTF.
- Successfully implemented planning processes at an alternate Tallahassee location (including resource forecasting, establishing incident display boards and documentation) in order to provide the entire organization a better understanding of the overall situation.
- Regional Staffing Points of Contact were able to more quickly identify and recruit local personnel to support public health and medical missions than in previous exercises/events.
- Successful implementation of COOP in order to maintain core ESF8 functions at alternate locations did not hinder ESF8's ability to meet its primary responsibilities.
- Successfully established voice and data communications between the JOCTF and the Planning Section located in Tallahassee.

## Primary Areas for Improvement

Throughout the exercise, several opportunities for improvement in ESF8's ability to respond to the incident were identified. The primary areas for improvement, including recommendations, are as follows:

- Had difficulty fully implementing or maintaining communication resources [Video Over Internet Protocol (VOIP) and Radio over Internet Capability (ROIP)] within reasonable time frames when existing infrastructure was disrupted.
- Standard operating procedures for all-hazards functions were sometimes ignored or overlooked.
- The established mission management process was unclear to staff working off-site.

Overall the exercise successfully identified areas in which ESF8 can improve documentation of procedures, conduct additional training and refine processes.

## SECTION 1: EXERCISE OVERVIEW

### Exercise Details

**Exercise Name**

Florida Hurricane Griffin – Statewide COOP/Hurricane Exercise

**Type of Exercise**

Full Scale

**Exercise Start Date**

May 23, 2011

**Exercise End Date**

May 26, 2011

**Duration**

4 Days

**Location**

- State Emergency Operations Center in Tallahassee
- Camp Blanding – Joint Operations
- Center Training Facility (JOCTF) near Starke

**Sponsor**

State of Florida, Division of Emergency Management

**Program**

Fiscal Year 2010 Emergency Management Performance Grant (EMPG)

**Mission**

Response

**Capabilities**

- Communications
- Emergency Operations Center Management

**Scenario Type**

Major Hurricane

## Exercise Planning Team Leadership

Planning members were comprised of State Emergency Response Team (SERT) representatives from applicable Emergency Support Functions, State agencies, associations, and organizations.

## Participating Organizations

Florida Department of Health

- Division of Emergency Medical Operations
- Division of Administration

### Number of Participants (statewide)

- Players: 25
- Controllers: 0
- Evaluators: 0
- Observers: 4

## SECTION 2: EXERCISE DESIGN SUMMARY

### Exercise Purpose and Design

The primary purpose of this exercise was to assess the Division of Emergency Management and the State Emergency Response Team (SERT) Continuity of Operations Plan (COOP). The exercise was designed to achieve this goal via coordination of a relocation of the SERT to Camp Blanding, which serves as the alternate State Emergency Operations Center (SEOC) site. There was also an emphasis on the coordination of response activities between the State and county governments in response to parts of the State that have been impacted by Hurricane Griffin.

### Exercise Objectives, Capabilities, and Activities

Capabilities-based planning allows for exercise planning teams to develop exercise objectives and observe exercise outcomes through a framework of specific action items that were derived from the Target Capabilities List (TCL). The capabilities listed below form the foundation for the organization of all objectives and observations in this exercise. Additionally, each capability is linked to several corresponding activities and tasks to provide additional detail.

Objective	Capabilities Associated
<b>Objective 1:</b> Evaluate the ability for ESF 8 forward element to become operational at alternate location.	EOC Operations
<b>Objective 2:</b> Exercise the ability of ESF 8 to establish and maintain communications between forward ESF 8 and ESF 8 home station element.	EOC Operations; Interoperable Communications
<b>Objective 3:</b> Evaluate the ability to conduct ESF 8 planning processes (IAP, situation status, GIS and RECON information, etc.)	EOC Operations
<b>Objective 4:</b> Exercise ESF 8 pre-landfall contingency planning/operations/training.	EOC Operations
<b>Objective 5:</b> Evaluate the ability of ESF 8 staff to utilize remote VPN to access system files to ensure continuity of operations for deployed staff.	Interoperable Communications
<b>Objective 6:</b> Evaluate the ability of deployed ESF 8 staff to re-establish communication with Plans and Logistics Sections in Tallahassee.	Interoperable Communications
<b>Objective 7:</b> Exercise video live meeting and voice/radio (ROIP) over IP communications capabilities.	Interoperable Communications

<b>Objective 8:</b> Exercise and refine restructured ESF 8 organizational response processes.	EOC Operations; Planning
<b>Objective 9:</b> Exercise mobilization of ESF 8 Logistics Section to include Materials and Staffing unit to conduct training on mission process flow and staffing procedures.	EOC Operations; Medical Logistics

Areas for improvement in exercise design and planning were identified which included:

1. Integrate federal partners into exercise play in order to facilitate a more realistic scenario and actions.
2. Assure representatives from all areas (i.e. ESF8, EMS, Hospital, Public health, IT, etc.) are included in the exercise design process and expectations are clearly communicated.
3. Assure pre-scripted missions for ESF8 are more realistic or have a Simcell that can be contacted to clarify incomplete missions. Without the ability to clarify mission language, the logistics processes are stalled.
4. Assure ESF8 representation in the Simcell.
5. Better define exercise objectives and expected outcomes and appropriately integrate them into the exercise design.
6. Appropriately staff the exercise to meet the objectives. Personnel were activated for this exercise without exercise objectives/injects to drive play for them during the exercise.
7. Assure all future exercises have trained evaluators to assess ESF8's ability to meet exercise objectives.
8. Assure documented after action processes and tools are followed to collect participant feedback rather than relying on un-structured feedback.

## Scenario Summary

Sunday, May 22, 2011, 0200 HRS - The National Hurricane Center has issued information on the initial landfall of Hurricane Griffin as a dangerous Category 4 hurricane near Sewells Point, Florida. Maximum sustained winds are near 135 mph with higher gusts. Griffin is a category four on the Saffir-Simpson hurricane wind scale. Griffin is expected to still be a hurricane when it enters the eastern Gulf of Mexico. The hazards are a major hurricane, tornados, possible flooding, and wind damage. A hurricane warning is in effect for the east coast of the Florida Peninsula from New Smyrna Beach southward to Ocean Reef including Lake Okeechobee and also on the Gulf Coast of Florida from Boca Grande northward and westward to Destin, Florida.

Monday, May 23, 2011, 0800 HRS – The National Hurricane Center has issued information that Griffin has weakened to a category three hurricane but is still causing damaging winds and tornadoes across southern and central Florida. Griffin is moving towards the west near 15 mph. Maximum sustained winds have decreased to near 115

mph with higher gusts. A motion between west and west-northwest is expected through this afternoon. A turn toward the northwest and north is forecast tonight and Tuesday. Additional weakening is forecast today, but Griffin is expected to be a category two hurricane when it moves through the Tampa Bay area. Griffin could be near major hurricane intensity by the time it reaches the Florida Panhandle early Tuesday morning.

The SEOC has activated to level 1 for this disaster. The State Logistics Response Center (SLRC) has been activated and the Gold State Management Team is on-scene at the SLRC. Hurricane Griffin originally made landfall as a Category 4 storm near Sewall's Point in Martin County on Monday around 2AM. Griffin worked its way across the state, emerging back into the Gulf and made landfall again as a Category 3 storm near Carrabelle at 2am Tuesday with winds reaching 115mph.

---

## SECTION 3: ANALYSIS OF CAPABILITIES

This section of the report reviews the performance of the exercised capabilities, activities, and tasks. In this section, observations are organized by capability and associated activities. The capabilities linked to the exercise objectives of Hurricane Griffin Exercise are listed below, followed by corresponding activities. Each activity is followed by related observations, which include references, analysis, and recommendations.

### Capability: EOC Operations

**Capability Summary:** Emergency Operations Center (EOC) Management is the capability to provide multi-agency coordination (MAC) for incident management by activating and operating an EOC for a pre-planned or no-notice event. EOC management includes EOC activation, notification, staffing, and deactivation; management, direction, control, and coordination of response and recovery activities; coordination of efforts among neighboring governments at each level and among local, regional, State, and Federal EOCs; coordination public information and warning; and maintenance of the information and communication necessary for coordinating response and recovery activities. Similar entities may include the National (or Regional) Response Coordination Center (NRCC or RRCC), Joint Field Offices (JFO), National Operating Center (NOC), Joint Operations Center (JOC), Multi-Agency Coordination Center (MACC), Initial Operating Facility (IOF), etc.

**Activity 1:** Evaluate the ability of the ESF 8 forward element to become operational at an alternate location

**Observation 1.1:** Area for Improvement - There were technical issues associated with the SERT room such as computer and phone connectivity that made coordination/communication between the locations at Camp Blanding and the Tallahassee Warehouse difficult.

**References:** ESF8 Standard Operating Procedure (SOP), Facilities Support Section - ESF8 Room Activation Checklists

**Analysis:** ESF8 relied on the SERT to assure the functionality of workspaces at the Camp Blanding location during this exercise. As a normal part of day to day responsibilities, ESF8 takes responsibility to assure the functionality of workspaces (both at DOH buildings and the SEOC). In order to assure ESF8 can operate from any location, ESF8 should retain that responsibility even in a COOP scenario. ESF8 staff could have implemented standard tools to assure the viability of workspaces at the Camp Blanding location before beginning work, and if problems were identified could have assigned the on-scene ESF8 personnel to

---

establish alternate methods of connectivity for ESF8. Staff were directed by SERT not to use any means of communication that were not already established at Camp Blanding (i.e. air cards or cell phones.) Part of the mission was to test the communication available at Camp Blanding. In future responses ESF8 needs to have the means to provide backup to the SERT's communication capabilities.

**Recommendation:** Ensure ESF8 has contingencies in place to support ESF8 workspaces.

**Corrective Action:** Validate facilities checklist for workspace COOP.

**Observation 1.2:** Strength - Alternate work location at the Tallahassee warehouse was functional and effective. (i.e. Layout, equipment, phones, network access, office supplies)

**References:** ESF8 SOP, Facilities Support Section - ESF8 Room Activation Checklists

**Analysis:** Multiple exercises and drills have allowed Logistics personnel to improve functionality of alternate workspaces at warehouse.

**Activity 2:** Exercise the ability of ESF 8 to establish and maintain communications between forward ESF 8 and ESF 8 home station element.

**Observation 2.1:** Area for Improvement – A communication plan (ICS205 form) that included radio and email communications was not developed.

**References:** ESF8 SOP

**Analysis:** ESF8 currently has not customarily developed incident communications plans. During this exercise the need for a consolidated communications plan was apparent and should be done as standard practice.

**Recommendation:**

Develop communications plan for future incidents and standard operating procedures for deployable IT resources.

**Corrective Actions:**

1. Document process for developing incident communications plans in ESF8 SOP.
2. Develop and implement communications plans for future incidents.
3. Develop SOPs for IT Disaster Preparedness Consultants (DCP) to include capabilities and deployment requirements.

**Observation 2.2:** Area for Improvement - Deployment of IT Disaster Preparedness

Consultants did not include communication of team requirements, expectations, assignments and timelines prior to event mobilization.

**References:** ESF8 SOP - Deployment Forms

**Analysis:** Arrangements for deployment of DPC were done as a part of the exercise design and were not coordinated as a function during the exercise which led to information failures to the on-scene personnel. Though information was communicated to the Division of IT as a part of exercise design, information failed to make it to the actual personnel being deployed.

**Recommendation:**

Use staffing processes to activate for personnel for exercises as well as real-world incidents.

**Corrective Actions:**

1. Follow standard Logistics Staffing Process for deployment of personnel which includes communication of mission, assignment and deployment periods.
2. Assure that all deployment information is supplied to the staff that will be prearranged on-scene .
3. Assure deployment processes include a mechanism for briefing staff on their mission and expectation upon arrival in the field.

**Activity 3:** Evaluate the ability to conduct ESF 8 planning processes (IAP, situation status, GIS and RECON information, etc.)

**Observation 3.1:** Strength - The display board was used by incoming staff as well as the Deputy Planning Section Leader to provide a briefing to the State Surgeon General. The board allowed for planning to continue operations with little interruption or preparation time.

**References:** ESF8 SOP / ESF8 Situation Unit SOGs

**Analysis:** Lessons learned from previous responses identified need to have a central point for information that is easily accessible to all ESF8 responders.

**Recommendation:** Continue to use a display board to post all essential ESF8 operations documents.

**Corrective Actions:**

1. Recommend that Planning continue using the display board with the Planning Situation Unit having responsibility of maintaining these boards at all incident facilities.
2. Document a process in which display boards will be established and

---

what information they should include in ESF8 SOPs.

**Activity 4:** Exercise ESF 8 pre-landfall contingency planning/operations/training.

**Observation 4.1:** Area for Improvement – In lieu new of federal guidance on Functional Needs Support Shelters (FNSS) guidance, the State's sheltering strategy is unclear to state and local partners.

**References:** F.S. 381

**Analysis:** Federal guidance regarding sheltering released in 2010 is different than Florida's long-standing approach to sheltering. Florida's sheltering requirements for persons with special needs is documented in statute. The release of the federal guidance has caused uncertainty at the local level as to whether Florida has changed sheltering strategy based on the federal guidance.

**Recommendations:** Provide information and guidance to locals on implementation of FNSS guidance.

**Corrective Action:** Assign a liaison to work with DEM to clarify roles for FNSS Planning.

**Activity 8:** Exercise and refine restructured ESF 8 organizational response processes.

**Observation 8.1:** Area for Improvement - ESF8 distribution lists are out of date.

**References:** ESF8 SOP

**Analysis:** Need to explain here why or what the process issue is that lead to DLs becoming out-of-date.

**Recommendation:** Assign staff to update and maintain ESF8 distribution lists.

**Corrective Actions:**

1. Identify stakeholders to be added to State ESF8 DLs.
2. Remove personnel no longer affiliated with State ESF8.

**Observation 8.2:** Area for Improvement – There is no consistency in documentation nomenclature. Files were named and stored differently.

**References:** ESF8 SOP

**Analysis:** ESF8's current documentation processes do not require responders to use standard naming conventions when saving files. It does establish a filing system for documents. It has been a responsibility of the Documentation Unit to

organize and rename files for incident archive.

**Recommendation:** Fully implement documentation process that establishes baseline requirements for incident documentation.

**Corrective Actions:**

1. Establish a documentation and filing nomenclature
2. Adjust ESF8 SOP to reflect the documentation and filing nomenclature.
3. Train ESF8 staff on the documentation and filing nomenclature.

**Observation 8.3:** Area for Improvement - Different messages were received from BPR and Finance on local requirements on how to enter missions into EM Constellation and document local ESF8 (DOH) activities.

**References:** ESF8 Standard Operating Procedure, DOH Emergency Operations Plan

**Analysis:** The lack of written procedures for documenting financial processes lead to confusion about how to enter missions.

**Recommendation:** Standardize financial procedures for incident response.

**Corrective Action:** Finalize DOH Finance SOPs and provide to ESF8 staff.

**Observation 8.4:** Area for Improvement - Missions requesting personnel were incomplete regarding staffing information - no start date, type or location. Missions were also unrealistic.

**References:** ESF8 SOP - Staffing Section

**Analysis:** Incomplete requests will be common during real-world incidents. It is the roll of the mission unit in Logistics to triage incoming missions to assure all necessary information is available before assigning to Logistics Staffing. During the exercise many of the missions were generated by the Hurricane Griffin exercise Simulation Cell (Simcell), and they either could not be reached when questions arose and often could not provide reasonable direction to the questions posed by ESF8 to further clarify missions. These missions would not be assigned during a real incident and should have not been assigned further without the necessary information as per ESF8 SOG either through validation process or simulating information.

**Recommendation:** Fully implement a mission management process that establishes baseline requirements for missions.

---

**Corrective Actions:**

1. Assure ESF8 has a representative in the SIMCELL for future exercises with the knowledge and authority to respond to ESF8 missions.
2. Provide additional training to Logistics Mission Unit personnel on how to appropriately triage missions using the mission processing checklists.
3. Further develop processes for gathering additional information on incomplete missions.
4. Document expectations for updates in EM Constellation.

**Observation 8.5:** Area for Improvement – Activation process was unclear to some staff within the ESF8 structure.

**References:** ESF8 SOP

**Analysis:** In the past, staffing drills have primarily focused on personnel in key leadership positions and have not included full staffing within the ESF 8 activation organization chart. This has caused staff in these positions within the ESF8 structure to miss opportunities to participate in drills on the activation process. This exercise tested a broader group thus identifying issues at other levels within the structure.

**Corrective Action:** Provide additional training to personnel on ESF8 activation processes. Training needs to be reinforced at unit level.

**Recommendation:** Conduct regular drills to test activation processes that include staff at all levels of the ESF8 structure.

**Observation 8.6:** Area for Improvement – The technical specialists' component of SOP was not implemented correctly for EMC Mission 2 which requested subject matter experts be identified for “Environmental officer is activating the Vector Control MOU. Vector Control MOU is attached. Request that DOACS, DOH, FWC, DEP, and FEMA provide POC and availability for conference call to discuss emergency vector control operations”. The Logistics unit reached out directly to the Division of Environmental Health to request a subject matter expert instead of coordinating through the Planning Unit who maintains a list of technical specialists by subject matter area.

**References:** ESF8 SOP - Technical Specialists Coordination Section

**Analysis:** Lack of systems discipline led to failure to implement standard operating procedures for this function and resulted in complaints from the technical specialists in not following the agreed process.

**Recommendation:** Fully implement technical specialists coordination

components of SOP in future responses.

**Corrective Actions:**

1. Assure staff awareness of existing SOPs.
2. Train ESF8 staff to existing SOPs.
3. Include future exercise objectives to technical specialist coordination components of ESF8 SOP.

**Observation 8.7:** Area for Improvement - Document Routing Form was not utilized as indicated in the ESF8 SOP for approval of some documents.

**References:** ESF8 SOP - Documentation Section

**Analysis:** A lack of systems discipline led to failure to implement standard operating procedures for this function.

**Recommendation:** Fully implement documentation components of SOP in future responses.

**Corrective Actions:**

1. Assure staff awareness of existing SOPs.
2. Train ESF8 staff to existing SOPs.
3. Include future exercise objectives to documentation components of ESF8 SOP.

**Observation 8.8:** Area for Improvement - Planning and Finance units were unable to get a clear picture of status of mission requests via EM Constellation due to missions not being frequently updated and being in different work locations from Logistics.

**References:** ESF8 SOP

**Analysis:** Contrary to existing procedures, missions were not updated in EM Constellation with current and timely information; therefore Planning and Finance were un-able to obtain mission status information.

During the exercise it was identified that the Staffing and Materials Units were not authorized to update mission status directly in EM Constellation and all mission updates were inputted by the Mission Unit based on direction provided by previous leadership. However this direction is not documented in current procedures.

**Recommendation:** Allow appropriate Logistics staff access to update mission directly in EM Constellation and establish expectations for content/frequency of mission updates.

**Corrective Actions:**

1. Confirm EM Constellation access to the Staffing and Materials Unit.
2. Incorporate requirements for mission updates into ESF8 SOP.
3. Train staffing unit on processes for updating missions in EM Constellation.

**Observation 8.9:** Area for Improvement - Facilities and IT support component of SOP was not followed for establishing workspace for ESF8 at warehouse. The ESF8 SOP establishes a very specific process for requesting IT support for ESF8 facilities which includes information requirements that should be included in the request. Though requests for IT support were made through contacts within IT, they did not follow the process described in the SOP which caused an information breakdown in getting to the appropriate personnel and lacked the necessary information required from IT to support such requests.

**References:** ESF8 SOP - Facilities and IT Support Section

**Analysis:** Lack of systems discipline led to failure to implement standard operating procedures for this function and relied on informal communication with personnel contacts rather than following established procedures.

**Recommendation:** Fully implement facilities and IT support components of ESF8 SOP in future responses.

**Corrective Actions:**

1. Train ESF8 staff to existing SOPs.
2. Include future exercise objectives to test facilities and IT support components of ESF8 SOP.

**Observation 8.10:** Area for Improvement - Resource Unit's development of a critical resource list assisted the Planning and Logistics Section with the identification of specialized resources to be further vetted before filling mission requests. Prior to the exercise, the concept for developing critical resource lists existed only on paper and had not been implemented in the State ESF8 activations. However, it was identified that further criteria should be developed to assist the decision making process on how to handle a mission that requests a resource identified on the critical resource list.

**References:** ESF8 SOPs

**Analysis:** Process for development of the critical resource list was well documented and vetted among appropriate staff prior to implementation. Scenario based discussions allowed staff to understand the process. Their process is not fully described in the ESF8 SOP and should be further tested to

---

refine details. Planning and Logistics personnel coordinated on a case by case basis on how to handle the situation, but they did not have a documented process to rely on.

**Recommendation:** Further develop and test a process for management of critical resources during response.

**Corrective Actions:**

1. Update ESF8 SOG to include decision making criteria for approving requests for critical resources.
2. Develop exercise objectives to further test the triage of missions for critical resources.

**Observation 8.11:** Strength – The Documentation unit had a clearer understanding of what documents to archive, where to get it and how to store them due to the information provided in the ESF8 SOP and the job actions sheets.

**References:** ESF8 Standard Operating Procedure

**Analysis:** The development of SOPs for documentation allowed staff to better understand roles, expectations and deliverables which were implemented during the exercise. Previously Documentation Unit personnel were provided little instruction or expectations. Feedback from the personnel indicated that the material in the ESF8 SOP provided a greater understanding of roles and expectations.

**Recommendation:** Develop future exercise objectives to further test documentation functions.

**Activity 9:** Exercise mobilization of ESF 8 Logistics Section to include Materials and Staffing unit to conduct training on mission process flow and staffing procedures.

**Observation 9.1:** Strength - Response from Regional POCs was timely and appropriate which facilitated the fulfillment of missions in timeframe realistic for emergency response activities.

**References:** ESF8 SOP

**Analysis:** Exchange of information between staffing unit and the regional POCs was timely and appropriate which facilitated the completion of missions within specified time frames. Anecdotal reports from personnel indicate the process has improved from previous responses which required staffing.

**Recommendation:** Continue coordination with Staffing POCs during preparedness activities.

---

**Observation 9.2:** Area for Improvement – Chain of command/ unity of command was not observed across the ESF8 organization during the exercise which resulted in personnel not receiving direction/tasking, confusion among personnel, unclear priorities and inappropriate outreach for direction.

**References:** ESF8 Standard Operating Procedure

**Analysis:** Exercise design increased communication issues between staff at Camp Blanding and in Tallahassee locations. Personnel within the ESF8 organization had inconsistent expectations on their roles as exercise participants which lead personnel to identify areas of concern that were not within the scope of the exercise design.

Sections did not implement previously identified Deputy functions appropriately to assist in the management of the units within the organizational structure which lead to dis-jointed communications between the Coordinator and Unit Leader level.

**Recommendation:** Staff units appropriately based on the needs of the incident (or exercise) and assure all staff have necessary information and training to perform their roles in emergency response.

**Corrective Actions:**

1. Develop credentialing standards for ESF8 leadership positions.
2. Evaluate staffing strategies for leadership positions on ESF8 3-deep roster to assure staff have necessary KSAs to perform roles.
3. Adjust staffing as appropriate based on incident (or exercise) objectives.

**Observation 9.3:** Area for Improvement – Mission management process identified lack of documented process and understanding in the following areas: responsibility and ability to update mission status in EM Constellation, working on missions before they are fully vetted and triaged by the Mission Unit and assigned to Materials or Staffing for processing, and process for changing and adding to missions.

**References:** ESF8 SOP

**Analysis:** EM Constellation is intended to be the single location for determining mission status within the SERT. All units within Logistics should have access to EM Constellation to update mission status using standard criteria.

Staff must be trained on the mission triage process so there is a common understanding not to work missions unless assigned. All missions will not result in a tasking to the materials or staffing unit and personnel must not work missions before they are assigned to them even in an effort to be pro-active.

---

Additionally, changes to missions can cause confusion, duplication and loss of documentation necessary for reimbursement. Changes to missions must be coordinated through the Logistics Section and done following specific criteria.

**Recommendation:** Further develop mission management process to address mission updates, assignment process and change control. Grant access to specific personnel within the ESF8 structure who have responsibilities in mission management full access to EM Constellation.

**Corrective Actions:**

1. Establish expectations for content/frequency of mission updates in the mission management portion of the ESF8 SOP.
2. Establish change control procedures for adjusting missions after they have been assigned for processing.
3. Establish guidelines/procedure for the appropriate use of email is support response communication and mission management.
4. Provide passwords for Staffing and Materials Units to allow access for mission updates.
5. Train all personnel with designated ESF8 roles on EM Constellation use.
6. Train all Logistics personnel on mission management process annually.

**Observation 9.4:** Area for Improvement – SERVFL was used as the single tool for notification and activation of personnel to staff the incident management team. Significant improvements from previous real-world incidents were identified by the operators of the system due to a major system upgrade launched since the last incident. Users were also more familiar with the system and able to use it as a result of trainings offered since the upgrade. Additional areas for improvement were noted in the messaging feature of the system which currently requires users to login to the system to obtain the details of their activation. Ability for staff to obtain all of the details from a phone or email is necessary as not all staff will have access to login to SERVFL when activated. Additionally, all staff with an emergency response role were not registered in SERVFL which made the ability to activate these staff using this tool impossible.

**References:** ESF8 SOP and SERVFL Operational Plan

**Analysis:** Activation messages were not clear and concise on what the expectations and next steps of staff were. Failure to act on activation messages could cause delays in mobilization of ESF8 personnel. Non-compliance by personnel to register in SERVFL is the result of staff turnover and refusal of staff to register due to issues with the user agreement.

**Recommendation:** Register all staff with emergency roles in SERVFL. Develop

---

templates for pre-scripted messages in SERVFL which include role, when to report and where to report.

**Corrective Actions:**

1. Register 100% of staff with emergency roles in SERVFL.
2. Incorporate registration into SERVFL as a part of the new hire procedures for the Bureau of Preparedness and Response.
3. Review standard messages in SERVFL to assure appropriate information is included.
4. Conduct regular drills on SERVFL that touch all levels of the ESF8 incident management team.

**Capability: Interoperable Communications**

**Capability Summary:** Communications is the fundamental capability within disciplines and jurisdictions that practitioners need to perform the most routine and basic elements of their job functions. Agencies must be operable, meaning they must have sufficient wireless communications to meet their everyday internal and emergency communication requirements before they place value on being interoperable, i.e., able to work with other agencies. Communications interoperability is the ability of public safety agencies (police, fire, EMS) and service agencies (public works, transportation, hospitals, etc.) to talk within and across agencies and jurisdictions via radio and associated communications systems, exchanging voice, data and/or video with one another on demand, in real time, when needed, and when authorized. It is essential that public safety has the interagency operability it needs, and that it builds its systems toward interoperability.

**Activity 2:** Exercise the ability of ESF 8 to establish and maintain communications between forward ESF 8 and ESF 8 home station element.

**Observation 2.1:** Area for Improvement – The mobile satellite network was unstable at times making point-to-point voice communication difficult between the two deployed satellites.

**Analysis:** Exercise allowed testing of a function that is not routinely utilized and identified an area for additional work. DPC's identified a technical issue with the network equipment that prevented full functionality of communications using satellite.

**Recommendation:** Enhance equipment capability.

**Corrective Action:** Resolve Virtual Private Network (VPN) tunnel policy issue at VPN concentrator

---

**Observation 2.2:** Area for Improvement - Failed to use alternative communications devices as a part of interoperable communications priorities such as mobile satellite phones.

**References:** Interoperable Communications Plan

**Analysis:** A list of interoperable communications resources is not available and all staff are not aware of what capabilities exist therefore capabilities rely on individuals with knowledge of available resources rather than documented plans/checklists.

**Recommendation:** Finalize ESF8 Interoperable Communications Plan

**Corrective Action:** Develop triggers for implementing alternate communication strategies in interoperable communications plan.

**Observation 2.3:** Area for Improvement - Timeframe for set-up of the Med 82 Communications capability was slower than anticipated, and functionality between fixed site locations was less than desired.

**References:** Interoperable Communications Plan

**Analysis:** The MED 82 system functioned during the exercise. Staff were able to use the equipment to communicate between Tallahassee and Camp Blanding locations on mobile devices. The timeframe to set-up and begin operating on the equipment took longer than anticipated and would not be acceptable in a real-world scenario when needed as a primary method for communications. The coverage areas for the stationary was inconsistent and un-reliable.

**Recommendation:** Finalize ESF8 Interoperable Communications Plan.

**Corrective Actions:**

1. Document expectations of the Med82 systems in the Interoperable Communications plan and priorities for use during response.
2. Identify coverage area for fixed site locations in each county and conduct analysis to determine coverage gaps.
3. Assess usage at the local level and re-allocate Med82 radios and antennas that have not been installed to areas where they will be put to use.

---

**Activity 6:** Evaluate the ability of deployed ESF 8 staff to re-establish communication with Plans and Logistics Sections in Tallahassee.

**Observation 6.1:** Area for Improvement – Video Tele-Conference (VTC) capability for running the IAP meeting was difficult due to distorted images, delay in voice communications and garbled sound quality.

**References:** Interoperable Communications Plan

**Analysis:** VTC capability was used to test the functionality of the system, but added no value to the meeting over voice only communications. Voice only communications are acceptable for IAP meetings. The added value of video-communications should be prioritized for field based needs. Various communications capabilities should be prioritized for specific functions during response.

**Recommendation:**

Identify priorities for voice, data and video-communication capabilities in the field in the interoperable communications plan.

**Corrective Actions:**

1. Document voice, data and video-communication capabilities in interoperable communications plan.
2. Establish a field communications priority to establish voice, communication as the first priority using radio and/or telephone. The second priority is to establish the ability to transmit data, followed by video communications.

## Capability: Medical Logistics

**Capability Summary:** Medical logistics (i.e. materiel management and distribution is the ability to acquire, maintain (e.g., cold chain storage or other storage protocol), transport, distribute, and track medical materiel (e.g., pharmaceuticals, gloves, masks, and ventilators) during an incident and to recover and account for unused medical materiel, as necessary, after an incident.

**Activity 9:** Exercise mobilization of ESF 8 Logistics Section to include Materials and Staffing unit to conduct training on mission process flow and staffing procedures.

**Observation 9.1:** Area for Improvement – Vendor list used as a primary tool for the Materials Unit to identify vendors for specialized supplies and equipment needed during response was not up-to-date and accurate.

**References:** ESF8 Vendor List

**Analysis:** Logistics personnel were unable to effectively use the Vendor Lists as

---

a resource due to the lists being out of date. In some cases, contact information for vendors was incorrect, and vendors who were no longer in business were still on the list. No evaluation whether all vendors still provide the desired products and services has been conducted.

**Recommendation:** Update vendor list.

**Corrective Actions:**

1. Establish a POC to maintain the vendor lists and an update schedule
2. Develop a process for bi-annual updates to the vendor list including a way to verify availability of existing vendor services/products.
3. Post and disseminate updated vendor list to Logistics personnel.
4. Train personnel on the use of the vendor list.

## Capability: Planning

**Capability Summary:** Plans incorporate an accurate threat analysis and risk assessment and ensure that capabilities required to prevent, protect against, respond to, and recover from all-hazards events are available when and where they are needed.

**Activity 8:** Exercise and refine restructured ESF 8 organizational response processes.

**Observation 8.1:** Area for Improvement - Roles of individual technical specialists vs. activation of a Medical Advisory Group (MAG) seem to be unclear to personnel. During the mission triage process, for a mission requesting nurses for tetanus shot clinics Logistics requested the activation of a Medical Advisory Group to evaluate the mission. Planning instead consulted two clinical technical specialists and provided a recommendation. There seemed to be an overall miss-communication between when a single technical specialist is needed vs. activation of a medical advisory group based on the ESF8 SOP.

**References:** ESF8 SOP - Technical Specialists Coordination Section

**Analysis:** Integration of technical specialists into response activities was often misunderstood. The Planning Section will make recommendations to the ECO on how technical specialists should be integrated into response based on need. Personnel may have been expecting the activation of a medical advisory group because other exercises conducted during the same time frame heavily tested the medical advisory group function.

**Recommendation:**

Fully implement technical specialists coordination components of SOP in future responses.

**Corrective Actions:**

1. Train on the roles and advisory responsibilities of MAGs vs. individual technical specialists.
2. Include future exercise objectives to test integration of technical specialists into responses.

## SECTION 4: CONCLUSION

Though the exercise did successfully identify strengths and weaknesses in the State ESF8 structure all objectives were not met during exercise play. This was a result of both flaws in the exercise design and State ESF8's inability to execute activities.

Objective	Status
<b>Objective 1:</b> Evaluate the ability for ESF 8 forward element to become operational at alternate location.	Was met as the ESF8 forward element at Camp Blanding was operational. However areas for improvement were identified.
<b>Objective 2:</b> Exercise the ability of ESF 8 to establish and maintain communications between forward ESF 8 and ESF 8 home station element.	Was partially met; communications equipment functioned at varying levels of effectiveness and was not always reliable.
<b>Objective 3:</b> Evaluate the ability to conduct ESF 8 planning processes (IAP, situation status, GIS and RECON information, etc.)	Was successfully met during the exercise.
<b>Objective 4:</b> Exercise ESF 8 pre-landfall contingency planning/operations/training.	Was not evaluated during the exercise as the scenario did not allow for these activities to be completed.
<b>Objective 5:</b> Evaluate the ability of ESF 8 staff to utilize remote VPN to access system files to ensure continuity of operations for deployed staff.	Was not evaluated as staff working during the exercise had access to the networks and did not need to use VPN capability.
<b>Objective 6:</b> Evaluate the ability of deployed ESF 8 staff to re-establish communication with Plans and Logistics Sections in Tallahassee.	Was determined to be a duplicate objective to Objective 2.
<b>Objective 7:</b> Exercise video live meeting and voice/radio (ROIP) over IP communications capabilities.	Was met as video-communications were used to conduct IAP meetings.
<b>Objective 8:</b> Exercise and refine restructured ESF 8 organizational response processes.	Was partially met as some new processes were followed while others were overlooked.
<b>Objective 9:</b> Exercise mobilization of ESF 8 Logistics Section to include Materials and Staffing unit to conduct training on mission process flow and staffing procedures.	Was partially met as the Materials Unit was not tested, the Mission Unit was not able to fully test triage missions, and the Staffing Unit was able to test staffing processes.

## APPENDIX A: IMPROVEMENT PLAN

This IP has been developed specifically for the Florida Department of health as the lead agency for State ESF8 as a result of the Hurricane Griffin Statewide Hurricane Exercise conducted in May 2011. These recommendations draw on both the After Action Report and the After Action Conference.

Table A.1: Improvement Plan Matrix

Target Capability	Observation	Recommendation	Corrective Action	Capability Element	Primary Responsible Agency	Agency POC	Due Date
EOC Operations	1.1: There were technical issues associated with the SERT room such as computer and phone connectivity that made coordination/communication between the locations at Camp Blanding and the Tallahassee Warehouse difficult.	1. Ensure ESF8 has contingencies in place to support ESF8 workspaces.	1. Validate facilities checklist for workspace COOP.	Equipment	BPR Medical Logistics Unit	Mike McDonald	5/1/12
EOC Operations	2.1: A communication plan (ICS205 form) that included radio and email communications was not developed.	1. Develop communications plan for future incidents and standard operating procedures for deployable IT resources.	1. Document process for developing incident communications plans in ESF8 SOP.		BPR Medical Logistics Unit	Jon Erwin	5/1/12
			2. Develop and implement communications plans for future incidents.		BPR Medical Logistics Unit	Jon Erwin	6/30/12
			3. Develop SOPs for IT DPCs to include capabilities and	Planning	ESF8 Logistics Section	Jon Erwin	5/1/12

Homeland Security Exercise and Evaluation Program (HSEEP)

**After Action Report/Improvement Plan  
(AAR/IP)**

**Florida Hurricane Griffin  
Statewide Hurricane Exercise]**

			deployment requirements.				
EOC Operations	2.2: Deployment of IT Disaster Preparedness Consultants did not include communication of team requirements, expectations, assignments and timelines prior to event mobilization.	1. Use staffing processes to activate for personnel for exercises as well as real-world incidents.	1. Follow standard Logistics Staffing Process for deployment of personnel which includes communication of mission, assignment and deployment periods.	Process	BPR Training & Exercise Unit	Benny St. John	6/30/12
			2. Assure that all deployment information is supplied to the staff that will be prearranged on-scene .	Process	BPR Training & Exercise Unit	Benny St. John	6/30/12
			3. Assure deployment processes include a mechanism for briefing staff on their mission and expectation upon arrival in the field.	Process	BPR ESF8 Systems Unit	Tom Belcuore	4/1/12
EOC Operations	4.1: In lieu new of federal guidance on Functional Needs Support Shelters (FNSS) guidance, the State's sheltering strategy is unclear to state and local partners.	1. Provide information and guidance to locals on implementation of FNSS guidance.	1. Assign a liaison to work with DEM to clarify roles for FNSS Planning.	Planning	BPR Preparedness Section	Susan Bulecza	11/1/11
EOC Operations	8.1: ESF8 distribution lists are out of date.	1. Assign staff to update and maintain ESF8 distribution lists.	1. Identify stakeholders to be added to State ESF8 DLs.	Organization	BPR ESF8 Systems Unit	Denita Mitchell	12/1/11
			2. Remove personnel no longer affiliated with State ESF8.	Organization	BPR ESF8 Systems Unit	Denita Mitchell	12/1/11
EOC Operations	8.2: There is no consistency in documentation nomenclature. Files were named and stored differently.	1. Fully implement documentation process that establishes baseline requirements for	1. Evaluate need to establish a documentation filing nomenclature.	Organization	BPR ESF8 Systems Unit	Samantha Cooksey	5/1/12
			2. Adjust ESF8 SOP to	Organization	BPR ESF8	Samantha	5/1/12

Homeland Security Exercise and Evaluation Program (HSEEP)

**After Action Report/Improvement Plan  
(AAR/IP)**

**Florida Hurricane Griffin  
Statewide Hurricane Exercise]**

		incident documentation.	reflect the documentation and filing nomenclature.		Systems Unit	Cooksey	
			3. Train ESF8 staff on the documentation and filing nomenclature.	Organization	BPR ESF8 Systems Unit	Samantha Cooksey	5/1/12
EOC Operations	8.3: Different messages were received from BPR and Finance on local requirements on how to enter missions into EM Constellation and document local ESF8 (DOH) activities.	1. Standardize financial procedures for incident response.	1. Finalize DOH Finance SOPs.	Organization	BPR Planning Unit	Reid Jaffe	12/1/11
EOC Operations	8.4: Missions requesting personnel were incomplete regarding staffing information - no start date, type or location. Missions were also unrealistic.	1. Fully implement mission management processes that establish baseline requirements for missions.	1. Assure ESF8 has a representative in the Simcell for future exercise with the knowledge and authority to respond to ESF8 missions.		BPR Training & Exercise Unit	Benny St. John	6/30/12
			2. Provide additional training to Logistics Mission Unit personnel on how to appropriately triage missions using the mission processing checklists.	Process	BPR Medical Logistics Unit	Mike McDonald	5/1/12
			3. Further develop processes for gathering additional information on in-complete missions.		BPR Medical Logistics Unit	Mike McDonald	5/1/12
			4. Document expectations for updates in EM Constellation.		BPR Medical Logistics Unit	Mike McDonald	5/1/12
EOC Operations	8.5: Activation process was unclear to some staff within ESF8 structure.	1. Provide additional training to personnel on ESF8 activation processes. Training	1. Conduct regular drills to test activation processes that include staff at all levels of the	Process	BPR Training & Exercise Unit	Samantha Cooksey & Aaron Ottis	3/1/12

Homeland Security Exercise and Evaluation Program (HSEEP)

**After Action Report/Improvement Plan  
(AAR/IP)**

**Florida Hurricane Griffin  
Statewide Hurricane Exercise]**

		needs to be reinforced at unit level.	ESF8 structure.				
EOC Operations	8.6: The technical specialists' component of SOP was not implemented correctly for EMC Mission 2 which requested subject matter experts be identified for "Environmental officer is activating the Vector Control MOU. Vector Control MOU is attached. Request that DOACS, DOH, FWC, DEP, and FEMA provide POC and availability for conference call to discuss emergency vector control operations". The Logistics unit reached out directly to the Division of Environmental Health to request a subject matter expert instead of coordinating through the Planning Unit who maintains a list of technical specialists by subject matter area.	1. Fully implement technical specialists coordination components of SOP in future responses.	1. Assure staff awareness of existing SOPs.	Process	BPR ESF8 Systems Unit	Samantha Cooksey	5/1/12
			2. Train ESF8 staff to existing SOPs.	Process	BPR ESF8 Systems Unit	Samantha Cooksey	5/1/12
			3. Include future exercise objectives to technical specialist coordination components of ESF8 SOP.	Process	BPR Training & Exercise Unit	Benny St. John	6/30/12
EOC Operations	8.7: Document Routing Form was not utilized as indicated in the ESF8 SOP for approval of some documents.	1. Fully implement documentation components of SOP in future responses.	1. Assure staff awareness of existing SOPs.	Process	BPR ESF8 Systems Unit	Samantha Cooksey	5/1/12
			2. Train ESF8 staff to existing SOPs.	Process	BPR ESF8 Systems Unit	Samantha Cooksey	5/1/12
			3. Include future exercise objectives to documentation components of ESF8 SOP.	Process	BPR Training & Exercise Unit	Aaron Ottis	6/30/12
EOC Operations	8.8: Planning and Finance units were unable to get a	1. Allow all appropriate Logistics	1. Confirm EM Constellation access to	Process	BPR Medical Logistics Unit	Mike McDonald	12/1/11

Homeland Security Exercise and Evaluation Program (HSEEP)

**After Action Report/Improvement Plan  
(AAR/IP)**

**Florida Hurricane Griffin  
Statewide Hurricane Exercise]**

	clear picture of status of mission requests via EM Constellation due to missions not being frequently updated and being in different work locations from Logistics.	staff access to update mission directly in EM Constellation and establish expectations for content/frequency of mission updates.	the Staffing and Materials Unit.				
			2. Incorporate requirements for mission updates into ESF8 SOP.	Process	BPR Medical Logistics Unit	Mike McDonald	5/1/12
			3. Train staffing unit on processes for updating missions in EM Constellation.	Process	BPR Training & Exercise Unit	Aaron Ottis	5/1/12
EOC Operations	8.9: Facilities and IT support component of SOP was not followed for establishing workspace for ESF8 at warehouse. The ESF8 SOP establishes a very specific process for requesting IT support for ESF8 facilities which includes information requirements that should be included in the request. Though requests for IT support were made through contacts within IT, they did not follow the process described in the SOP which caused an information breakdown in getting to the appropriate personnel and lacked the necessary information required from IT to support such requests.	Fully implement facilities and IT support components of ESF8 SOP in future responses.	1. Train ESF8 staff to existing SOPs.		BPR ESF8 Systems Unit	Samantha Cooksey	5/1/12
			2. Include future exercise objectives to test facilities and IT support components of ESF8 SOP.		BPR Training & Exercise Unit	Benny St. John	6/30/12
EOC Operations	8.10: Resource Unit's development of a critical resource list assisted the Planning and Logistics Section with the identification of specialized resources to be further vetted before filling mission requests. Prior to the	1. Further develop and test a process for management of critical resources during response.	1. Update ESF8 SOG to include decision making criteria for approving requests for critical resources.		BPR ESF8 Systems Unit	Samantha Cooksey	5/1/12
			2. Develop exercise		BPR Training &	Benny St.	6/30/12

Homeland Security Exercise and Evaluation Program (HSEEP)

**After Action Report/Improvement Plan  
(AAR/IP)**

**Florida Hurricane Griffin  
Statewide Hurricane Exercise]**

	exercise, the concept for developing critical resource lists existed only on paper and had not been implemented in the State ESF8 activations. However, it was identified that further criteria should be developed to assist the decision making process on how to handle a mission that requests a resource identified on the critical resource list.		objectives to further test the triage of missions for critical resources.		Exercise Unit	John	
EOC Operations	9.2: Chain of command/unity of command was not observed across the ESF8 organization during the exercise which resulted in personnel not receiving direction/tasking, confusion among personnel, unclear priorities and inappropriate outreach for direction.	1. Staff units appropriately based on the needs of the incident (or exercise) and assure all staff have necessary information and training to perform their roles in emergency response.	1. Develop credentialing standards for ESF8 leadership positions.		BPR ESF8 Systems Unit & BPR Training and Exercise Unit	Samantha Cooksey, Tom Belcuore, Emily Wilson	8/1/12
			2. Evaluate staffing strategies for leadership positions on ESF8 3-deep roster to assure staff has necessary KSAs to perform roles.	Personnel	BPR Response	Mike McHargue	3/1/12
			3. Adjust staffing as appropriate based on incident (or exercise) objectives.	Personnel	BPR Response	Mike McHargue	6/30/12
EOC Operations	9.3: Mission management process identified lack of documented process and understanding in the following areas: responsibility and ability to update mission status in EM Constellation,	1. Further develop mission management process to address mission updates, assignment process and change control. Grant access to	1. Establish expectations for content/frequency of mission updates in the mission management portion of the ESF8 SOP.		BPR Medical Logistics Unit	Mike McDonald	5/1/12
			2. Establish change		BPR Medical	Mike	5/1/12

Homeland Security Exercise and Evaluation Program (HSEEP)

**After Action Report/Improvement Plan  
(AAR/IP)**

**Florida Hurricane Griffin  
Statewide Hurricane Exercise]**

	they are fully vetted and triaged by the Mission Unit and assigned to Materials or Staffing for processing, and process for changing and adding to missions.	within the ESF8 structure who have responsibilities in mission management full access to EM Constellation.	control procedures for adjusting missions after they have been assigned for processing.		Logistics Unit	McDonald	
			3. Establish guidelines/procedures for the appropriate use of email in support of response communication and mission management.		BPR ESF8 Systems Unit	Samantha Cooksey	5/1/125/
			4. Provide passwords for Staffing and Materials Units to allow access for mission updates.	Process	BPR Medical Logistics Unit	Mike McDonald	12/1/11
			5. Train all personnel with designated ESF8 roles on EM Constellation use.	Process	BPR Training & Exercise Unit	Aaron Ottis	5/1/12
			6. Train all Logistics personnel on mission management process annually.	Process	BPR Medical Logistics Unit	Mike McDonald	5/1/12
EOC Operations	9.4: SERVFL was used as the single tool for notification and activation of personnel to staff the incident management team. Significant improvements from previous real-world incidents were identified by the operators of the system due to a major system upgrade launched since the last incident. Users were also	1. Register all staff with emergency roles in SERVFL. Develop templates for pre-scripted messages in SERVFL which include role, when to report and where to report.	1. Register 100% of staff with emergency roles in SERVFL.		BPR Logistics Unit	Shawna Strauch	5/1/12
			2. Incorporate registration into SERVFL as a part of the new hire procedures for the Bureau of Preparedness and Response.	Process	BPR Fiance Section	Kelly Waters	12/1/11
			3. Review standard	Process	BPR Logistics	Shawna	5/1/12

Homeland Security Exercise and Evaluation Program (HSEEP)

**After Action Report/Improvement Plan  
(AAR/IP)**

**Florida Hurricane Griffin  
Statewide Hurricane Exercise]**

	more familiar with the system and able to use it as a result of trainings offered since the upgrade. Additional areas for improvement were noted in the messaging feature of the system which currently requires users to login to the system to obtain the details of their activation. Ability for staff to obtain all of the details from a phone or email is necessary as not all staff will have access to login to SERVFL when activated. Additionally, all staff with an emergency response role were not registered in SERVFL which made the ability to activate these staff using this tool impossible.		messages in SERVFL to assure appropriate information is included.		Unit	Strauch	
			4. Conduct regular drills on SERVFL that touch all levels of the ESF8 incident management team.	Process	BPR Logistic Unit and Training & Exercise Unit	Shawna Strauch	5/1/12
Interoperable Communications	2.1: The mobile satellite network was unstable at times making point-to-point voice communication difficult between the two deployed satellites.	1. Enhance equipment capability.	1. Resolve Virtual Private Network (VPN) tunnel policy issue at VPN concentrator.	Equipment	BPR Medical Logistics Unit and the Division of IT	Unit Manager	8/1/12
Interoperable Communications	2.2: Failed to use alternative communications devices as a part of interoperable communications priorities such as mobile satellite phones.	1. Finalize ESF8 Interoperable Communications Plan.	1. Develop triggers for implementing alternate communications strategies in interoperable communications plan.	Equipment	BPR Medical Logistics Unit and the Division of IT	Unit Manager	8/1/12
Interoperable Communications	2.3: Timeframe for set-up of the Med 82 Communications capability was slower than anticipated, and functionality between fixed site locations	1. Finalize ESF8 Interoperable Communications Plan.	1. Document expectations of the Med82 systems in the Interoperable Communications plan		BPR Medical Logistics Unit and the Division of IT	Unit Manager	8/1/12

Homeland Security Exercise and Evaluation Program (HSEEP)

**After Action Report/Improvement Plan  
(AAR/IP)**

**Florida Hurricane Griffin  
Statewide Hurricane Exercise]**

	was less than desired.		and priorities for use during response.				
			2. Identify coverage area for fixed site locations in each county and conduct analysis to determine coverage gaps.	Equipment	BPR Medical Logistics Unit and the Division of IT	Unit Manager	8/1/12
			3. Assess usage at the local level and re-allocate MED82 radios and antennas that have not been installed to areas where they will put to use.	Equipment	BPR Medical Logistics Unit and the Division of IT	Unit Manager	8/1/12
Interoperable Communications	6.1: Video Tele-Conference (VTC) capability for running IAP meeting was difficult due to distorted images, delay in voice communications and garbled sound quality.	1. Identify priorities for voice, data and video-communication capabilities in the field in the interoperable communications plan.	1. Document voice, data and video-communication capabilities in interoperable communications plan.		BPR Medical Logistics Unit and the Division of IT	Unit Manager	8/1/12
			2. Establish a field communications priority voice communication as the first priority using radio and/or telephone. The second priority is to establish the ability to transmit data, followed by, video communications.	Equipment	BPR Medical Logistics Unit and the Division of IT	Unit Manager	8/1/12
Medical Logistics	9.1: Vendor list used as a primary tool for the Materials Unit to identify vendors for specialized supplies and equipment needed during response was not up-to-date	1. Update vendor list.	1. Establish a POC to maintain the vendor lists and an update schedule.		BPR Administration Unit	Kelly Waters	3/1/12
			2. Develop a process for bi-annual updates to the		BPR Administration	Kelly Waters	3/1/12

Homeland Security Exercise and Evaluation Program (HSEEP)

**After Action Report/Improvement Plan  
(AAR/IP)**

**Florida Hurricane Griffin  
Statewide Hurricane Exercise]**

	and accurate.		vendor list including a way to verify availability of existing vendor services/products.		Unit		
			3. Post and disseminate updated vendor list to Logistics personnel.		BPR Administration Unit	Kelly Waters	6/1/12
			4. Train personnel on the use of the vendor list.		BPR Administration Unit	Kelly Waters	6/1/12
Planning	8.1: Roles of individual technical specialists vs. activation of a Medical Advisory Group (MAG) seem to be unclear to personnel. During the mission triage process, for a mission requesting nurses for tetanus shot clinics Logistics requested the activation of a Medical Advisory Group to evaluate the mission. Planning instead consulted two clinical technical specialists and provided a recommendation. There seemed to be an overall miss-communication between when a single technical specialist is needed vs. activation of a medical advisory group based on the ESF8 SOP.	1. Fully implement technical specialists coordination components of SOP in future responses.	1. Train on the roles and advisory responsibilities of MAGs vs. individual technical specialists.		BPR ESF8 Systems Unit	Samantha Cooksey and Lisa Gordon	5/1/12
			2. Include future exercise objectives to test integration of technical specialists into responses.		BPR Training and Exercise Unit	Ben St. John	5/1/12

## APPENDIX B: ACRONYMS

Acronym	Meaning
COOP	Continuation of Operations
DCP	Disaster Preparedness Consultant
DEM	Division of Emergency Management
DOH	Department of Health
DL	Distribution List
EM	Emergency Management
ECO	Emergency Coordinating Officer
EOC	Emergency Operations Center
ESF8	Emergency Support Function: Health & Medical Services
FNSS	Functional Needs Support Shelters
KSA	Knowledge, Skills and Abilities
IAP	Incident Action Plan
ICS	Incident Command System
IT	Information Technology
JOCTF	Joint Operations Center Training Facility
OEO	Office of Emergency Operations
POC	Point of Contact
RIOP	Radio Over Internet Protocol
SEOC	State Emergency Operations Center
SERT	State Emergency Response Team
SERVFL	State Emergency Responders and Volunteers of Florida
SLRC	State Logistic Resource Center
SOG	Standard Operation Guidelines
SOP	Standard Operation Procedure
SpNS	Special Needs Shelter
VOIP	Video Over Internet Protocol
VPN	Virtual Private Network
VTC	Video Tele-Conference