



# After Action Report





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## TERT After Action Report Overview

The Telecommunicator Emergency Response Taskforce (TERT) After Action Report (AAR) Template outlines what happened during a deployment. An AAR is used to implement changes and improve capabilities, provides feedback, summarizes what happened and recommends improvements for future deployments. Quite simply it tells a story, chronologically guiding the reviewer from beginning to end. An AAR is a simple but powerful tool to help identify the TERT team's strengths and weaknesses. Furthermore, sharing AAR results can help future teams learn successful strategies and recognized challenges from past deployments.

### **An AAR is centered on four questions:**

1. What happened during the incident?
2. Exemplary practices?
3. Issues that need to be addressed?
4. Recommendations for improvement?

A successful AAR is a problem-solving process. The purpose is to discover strengths and weaknesses, propose solutions, and adapt a course of action to correct problems. Plan, prepare, and execute. Documenting cause and effect will identify deployment issues. Using chronological and key events/issues the AAR is designed to sustain and improve deployment efforts.

The characteristic of a good AAR avoids giving a critique or lecture. Honest recommendations and improvement are the primary goal. Recommendations on specific actions can be implemented and measured, while responsibility for implementation (which agency) can be identified. Recommendations should flow from observations and analysis and should stress ways to overcome obstacles. Each recommendation is a stand-alone statement that can be understood without referring to text, spelling out acronyms. And lastly highlight successes and good performances as well as weaknesses.

The AAR Template is designed to create a standard deployment document that can be shared at the local, state, and national level. The goal is for TERT's to maximize learning experiences regardless of event outcomes and recognize there are always successes to document and lessons to learn.

### **GOAL**

Provide the student with considerations and documentation needed to fill out the TERT AAR Template.



# FL-TERT AFTER ACTION REPORT



**BACKGROUND:**

**1. Incident Name:**

Hurricane Ian

**2. Incident Reviewer:**

Natalia Duran-FL-TERT State Coordinator

**3. Date of Review:**

December 15, 2022-through January 3, 2023

**4. When review was completed:**

- During Incident
- After Incident Completion

**5. Participants:**

| AGENCIES-Request                          | Mission #     | Completed-2022 |
|---|---------------|----------------|
| Charlotte Co. SO                          | 0917          | Oct. 21        |
| Lee Control                               | 1186          | Oct. 18        |
| Collier County SO                         | 1194          | Oct. 13        |
| Sarasota SO                               | 1689          | Oct. 07        |
| North Port                                | 1757          | Oct. 14        |
| Fort Myers                                | 1938          | Oct. 04        |
| Cape Coral PD                             | 2899          | Oct. 07        |
| Lee County SO                             | 2961          | Oct. 16        |
| DeSoto                                    | 3454          | Oct. 09        |
| Hardee County SO                          | 4144          | Oct. 13        |
| FL-AGENCY RESPONSES                       | EMAC Response | Total          |
| *** Copies of TERT Responses are attached |               |                |
| 26  | 5             | 31             |



## 6. Mission Objectives:

- Develop TERT teams to deploy to SW Region of FL
- Support 10 impacted PSAPS from Sept. 28- Oct.21, 2022
- Provide replacement teams as needed.
- Work in partnership with TN, GA, LA, OH, TX TERT TEAMS
- Support local staffing to ensure public and emergency responder safety
- Maintain daily operations within the 10 PSAP 9-1-1 Centers.
- Follow the ANSI Standards for TERT Deployments

## 7. Pre-Deployment Summary:

Sept 24-With the upcoming arrival of Hurricane Ian, FL-TERT began to prepare for deployments. State Conf call, post made on our FL-TERT FB page and emails to all Regional Coordinators was done. Began a list of the 4 agencies stepping up to deploy to include GA & TN.

Hurricane Ian landed on Wed. Sept 28, 2022, (Cat 4/5)

In contact with State ESF4/9 and EMAC

Provided FL-TERT package & supply list to State Regional Coord and post on FL-TERT Page for Teams deploying.

## 8. Deployment Summary:

Charlotte County So was the first agency to request a team of 10. Followed by 9 agencies in total who received TERT TEAMS from Sept 28 through Oct. 21.

\*\*Copies of all FL-TERT Teams and the 5 out of State (via EMAC) Rosters are attached.

On Oct. 10 & 11<sup>th</sup>, I responded with FL-APCO President and a deployed Team Leader to all the 10 PSAP's impacted for support and assessments.

While this deployment was a great success, a few minor logistical issues did arise and were handled. I have noted them in #10 Mitigation category for review.

## 9. Post Deployment Summary:

An "ADOPT A CENTER" was established by the FL-APCO Chapter and organized by Debbie Gailbreath, (SW Region Liaison) All centers were adopted and supported by sister agencies across the US.

Reimbursements: Oct. 21- We sent out FEMA Reimbursement Form to all the agencies that responded. Alex Furlong and team did an outstanding job of keeping us updated and assisting where needed.

It is the hope that more of our FL 911 centers will have their personnel certified as FL-TERT members and that centers include Hurricane Preparedness Training for readiness to respond and for understanding of FL-TERT.

2023: FL-TERT will be conducting training at local conferences, meeting with Administrators for a better understanding of our work during disasters. A new revised portal has been established for our FL-TERT Database and we will be introducing it for Hurricane Season 2023.



**10.Mitigation:**

| What can be improved  | Recommendations   |
|---|---|
| <p>An agency requested a TERT TEAM of 40. Called local EOC to confirm.</p> <p>Mission change to only 10.</p>  | <p>Some of our missions come from OEM personnel not familiar with 911 centers. We need to be in direct contact with an admin person who can provide intel that is complete and accurate for responses.</p>  |
| <p>Some of our SO's were not familiar with our FL-TERT Program and procedures. Two SO's decided to uproot a team at one center and send to another center without approval in coordination of the FL-State Coordinator. Team was removed from our FL TERT roster and placed under their agency mission.</p> | <p>Communication is vital. FL-TERT is well organized and was meeting the mission's needs. Both agencies were being taken care of and in constant communication with State Coordinator. It caused a ripple effect in what was already in place. Leaving one agency without the support they requested.</p> |
| <p>Due to the amount of 911 centers impacted, some agencies volunteered to respond without having experience nor the training available. I needed to provide immediate direction to this those enroute on what to expect etc.</p>   | <p>FL-TERT has provided live training across the State, and many have taken the opportunity to send their Dispatchers.</p> <p>This deployment brought awareness to new 911 Admin. of the value their Dispatchers have in mitigating disasters such as Hurricane Ian.</p>                                  |
| <p>This changed the role of some of the Team Leaders. TL with deployment experience were asked to lengthen their time to manage the teams responding.</p> <p>(Lee Control/Sarasota)</p>   | <p>In most deployments, TL are part of a TEAM and are working a position. Both Lee Control and Sarasota utilized the TL as Administrators to manage the incoming teams.</p>   |





|  |   |
|--|---|
|  |   |
| <p>All the 10 agencies I was in communication with were gracious, professional, and appreciative of the teams. Some asked for advice on accommodations, the scheduling of teams etc.</p> | <p>FL-TERT will be offering a Manager's Round Table across the State for agencies needing to be more aware of our procedures and how best we can work together to accomplish our goals.</p>                 |
| <p>5 States with a total of 50 PST's (Public Safety Telecommunicators) joined us in providing relief to our fellow brother and sisters in FL's 911 centers.</p>                          | <p>Working with our FL EMAC went smoothly.</p> <p>I was in daily contact with the State Coordinators/or State members deployed.</p> <p>They were quick to adjust to our FL weather, especially OH-TEAM.</p> |

**11. Conclusion:**

This deployment was unprecedented. In total, we responded to Ten (10) 911 centers needing our assistance. We deployed approx. 211 Public Safety Telecommunicators from Sept. 28-Oct 21. A few bumps that were taken care of, this deployment has been one of the best missions I have worked.

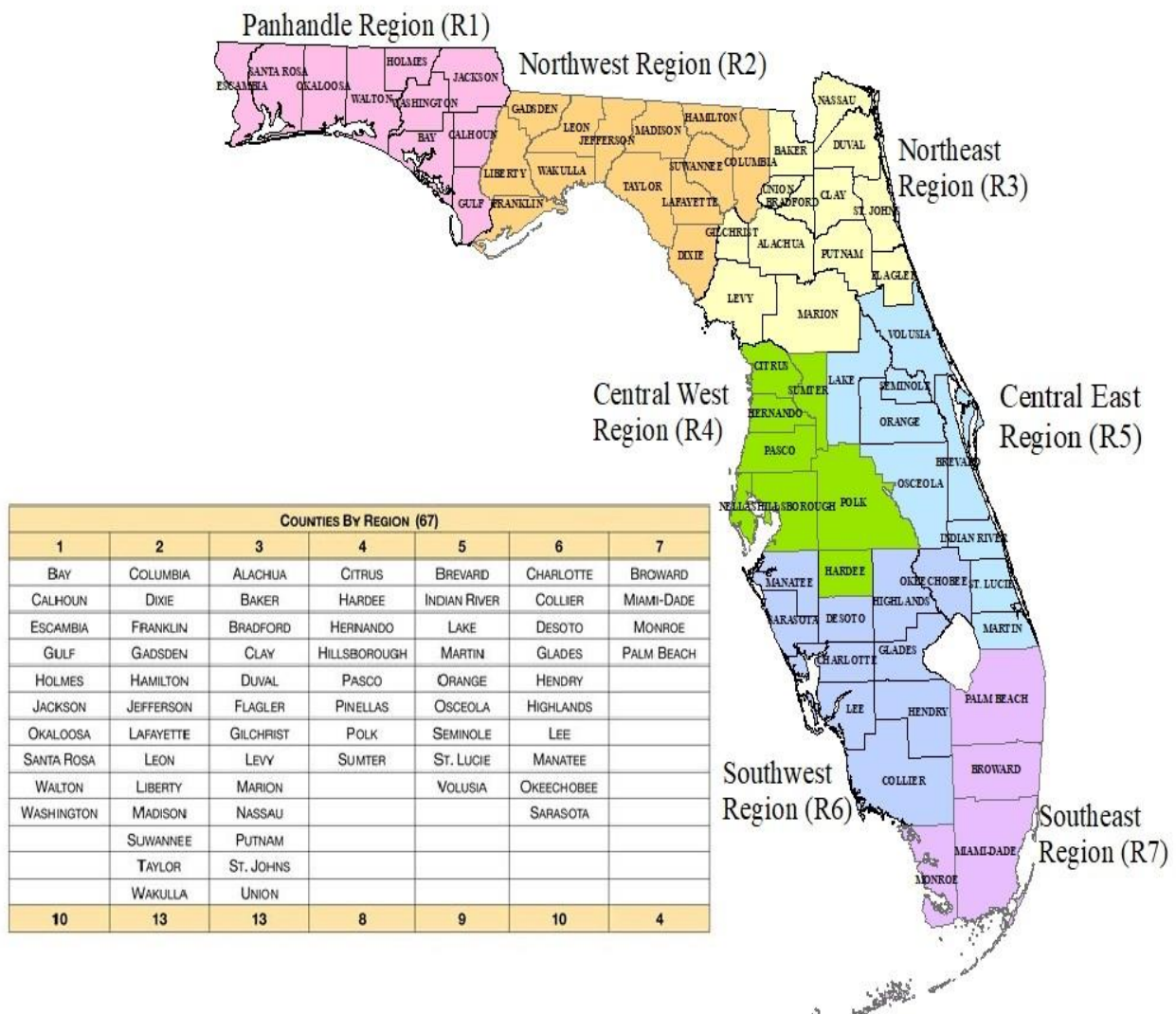
From the locals to the teams deployed, they displayed a professionalism and pride in the work they did during this disaster. My heartfelt thank you to our FL-TERT Regional Coordinators, ESF 2, ESF 4/9 (our lead source) and EMAC (Alex Furlong) for their continued support in making this deployment a success and most importantly to all the 911 emergency centers that answered the call for help and send their very best.

I would like to recognize the assistance from GA, TN, LA, OH and TX State Coordinators for sending FL their very best to augment our teams. Their teams were quick to acclimate, adjust, and join us as family. Thank you so much for being there for us.

A proposal in this State's Region to join force in re-structuring, revising, updating our NJTI Standards best practices is being recommended.



## 11. Maps





12.Photos





### 13.FL-TERT Team Testimonies:

- Lisa Cahill, Manager,  
Marion County Public Safety

Deployed as Team Leader at Lee Control. She extended her leave to manage the teams responding. Attached is her AAR as Team Leader. I would like to extend my gratitude to Director Kyle Drummer for approving Lisa & Joe's extension, but also for making various trips to Lee Control from Ocala to bring much needed supplies to the troops. Thank you, Marion County Public Safety for going above and beyond.

*"The stories shared by all the Lee County Control staff were inspirational and will live with them for the rest of their lives.*

*They had some staff that had lost everything but remained steadfast in their service to their communities, each other and the TERT teams that responded to assist.*

*Once again, a successful mission by our dedicated TERT team members. "*

- Brittany Naso, Fire Rescue Dispatch Supervisor  
Miami-Dade Fire Rescue

*"I had a very positive experience and will forever be grateful for the opportunity. "*

- Nick DiCicco, Director  
Chagrin Valley Dispatch  
Ohio-TERT Team @ Lee County SO

*"The success of missions like these cannot be done by one person. It took a small village to make this happen. Watching all these team come together as one and truly make a difference to our partners was nothing short of a miracle."*

GA-TERT Team Leader Mandy Ptak:

*"The Georgia TERT deployment to Lee Control in Fort Myers, Florida was not only successful, but it was truly rewarding, humbling, and impactful. The devastation and destruction in that area may have been beyond measure, but it did not damper the kindness, camaraderie, thankfulness, and spirit of the Lee Control staff. It was truly an honor to help them."*



- Emily Holt- Tampa PD

*“I cannot speak higher of my experience being deployed to Charlotte County. Everyone we met were kind and welcoming, making us feel like part of the team from start to finish. I happily would have stayed longer if I could have.”*

- Brandon Breedwell  
Communications Technician III, Tampa Police Department

*.. “It was incredibly humbling to be able to work with such great people in Charlotte County. Despite the circumstance, they were welcoming and kind. To work alongside them and provide relief was an honor, and I know that Emily and I wished we could have done more.”*

- Jason Hall-Communications Manager, Walton Co SO

*“My team had nothing but good things to say about Sarasota County. As one of the dispatchers told me it “Made her feel like they were a complete family even though she was an outsider.”*

- Pam Jones, FAC/POC  
Sarasota Emergency Operations Manager

*“What a GREAT group of TERT members, all of them were already working positions and you would have had a hard time figuring out who was a TERT member or an employee of the SSO. It only took them a matter of hours to start working on their own.*

*“TERT truly is the silver lining, they took quite a burden off our call takers and dispatchers, and it was like we knew them for years and not just hours, new friendships were formed, and we can’t wait to see them again, like on vacation!”*

Arleen Fernandez, Train Administrator, Coral Springs, FL (Team Leader)

*“Emily & I were immediately welcomed and assigned our roles according to our skillsets. The center was prepared and ready for our arrival. My role as Team Leader became more of an administrative position which really worked out. I became responsible for the teams deployed to Sarasota SO Comm Center. All of us worked very well together and soon became part of the Sarasota family. It was very rewarding to have the opportunity to also put by peer support skills to work during this deployment.”*

