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Handling Instructions

Information contained within this report is “For Official Use Only (FOUO)”. Distribution of this document is limited and is not releasable to the public or to any public website (Public availability to be determined under 5 United States Code 552

Distribution, transmission, and destruction of this report will follow the Department of Homeland Security (DHS) Management Directive 11042.1, which is publicly available. Questions pertaining to the distribution, transmission, or destruction of this report, or requests for a copy of the DHS Management Directive 11042.1, Should be submitted to the Federal Emergency Management Agency (FEMA) Response Directorate at  1-202-646-3692.
Executive Summary

On August 24th, 2019, the National Hurricane Center identified an intensifying tropical depression five in the Atlantic Ocean and soon grew to a Tropical Storm with the name Dorian. As the weather event grew in intensity and slowed down, Dorian grew to a category 5 hurricane with wind speeds up to 185 mph. Tracking directly over the Bahama Islands, the hurricane was projected to make landfall in South Florida and travel up the east coast of the United States. On August 30th, 2019, FEMA activated 16 teams to stage throughout Florida including 8 Type I teams, 8 Type III teams, and 4 MRP-W packages. On September 3rd, 2019, CA-TF3 received activation orders at 1330 for a Type III ARM to stage in North Carolina. Hurricane Dorian moved its way up the east coast gaining and losing intensity until it was downgraded to a Category 1 Hurricane and went out to sea after touching Hatteras, North Carolina.

CA-TF3 received Alert Orders at 1700 for a Type III team to respond as an ARM on September 2nd, 2019. The Task Force managers and support staff worked through the night to start prepping the equipment and finalizing paperwork. The Type III team reported to the warehouse at 0430 to assist on cache and prep for deployment knowing the Activation Orders were not received. At 0900, all team members were sent back home to wait for Orders which came in at 1600 September 3rd, 2019. CATF3 Type III team reported and flew out of OAK on Kaiser Air Chartered flight with CA-TF4 and CA-TF7. The three teams landed in Charlotte and were shuttled to the Westin Uptown Charlotte the morning of September 4th, 2019.

CA-TF3 was assigned to staging for the next three days as Hurricane Dorian moved toward the east coast of the United States. During that time, the task forces conducted combined and individual training with CA-TF3, CA-TF4, CA-TF7, and the Charlotte Fire Department. All teams became very proficient on the newly implemented Survey 123 data collection tool and refreshed on discipline skills. CA-TF3 also spent time cross training members in various task force disciplines.

Demobilization Orders were received by CA-TF3 on the morning of September 7th, 2019. Over the next two days, the team worked together to prepare the equipment for ground travel back to the warehouse in California and fly the members by commercial air on various flight over the two days. Six members assigned to Logistics remained in Charlotte, North Carolina to ensure cache accountability and returned to the CA-TF3 warehouse.

Strengths and Areas for Improvement Summary

Strengths (S)

S 1.0 Everbridge worked well
S 2.0 Able to reshape the cache configuration in a very short window
S 3.0 Cache on skids
S 4.0 Cache Configuration
S 5.0 Multi-Agency Team worked efficiently and effectively
S 6.0 Deployed CA-TF3 personnel utilized staging time efficiently with training.
S 7.0 Secondary Position members proved invaluable.
S 8.0 The leadership in each discipline were organized with a united message.

Areas for Improvement (I)

I 1.0 Mobilization support from all Disciplines
I 2.0 Timeframe for warehouse reporting
I 3.0 Obtaining the pharmacy cache
I 4.0 Protection of personal data of deployed members
I 5.0 Update Deployment roster with more information  
I 6.0 Formalize the mobilization line and cache prep needs.  
I 7.0 Concerns with Canines brought with ESS  
I 8.0 Ropaks and boxes not labeled.  
I 9.0 Plan for all types of airframes / carriers.  
I 10.0 Seatbelts not always available on busses/contract vehicles  
I 11.0 Fragmenting the team during return transportation  
I 12.0 Truck Fueling  
I 13.0 Canine Medications during travel  
I 14.0 Vehicle Identification and Parking Plan  
I 15.0 Wicking t-shirts issued for wet environments  
I 16.0 Helmet Position Identifiers  
I 17.0 TIS and STS were underutilized during the deployment  
I 18.0 Unable to bring proper boats for flood conditions  
I 19.0 Family members of deployed personnel did not receive any communications from the Family Support Unit.  
I 20.0 Medical Specialist distributed throughout task force operational area.  
I 21.0 AAR Survey needs the ability to assign to multiple disciplines  
I 22.0 Formalize the demobilization process

Scope of Report  
The Purpose of this After-Action Review (AAR) is to capture critical System-wide issue at the national level and provide associated recommendations to facilitate structural and procedural improvements throughout the System. To develop this AAR, members throughout the system provided feedback based on their experiences of the response. In addition, Ad Hoc members participated in an after-action conference to collectively validate critical issues and derive consensus-based recommendations.  

This review does not address individual resource operational or administrative items that may have been identified by response partners. Those entities listed in Appendix D have conducted internal reviews outside the scope of this process.

Section 1 - Overview Of Event/Incident  
Objectives  
- Provide for the safety of all assigned personnel and the general public through hazard/risk analysis and mitigation for the duration of the incident.  
- Ensure all personnel and equipment maintain an operational posture for immediate SAR missions.  
- Support local government response efforts (in coordination with the IMAT).  
- Document all search and rescue missions using Survey 123 platform.

Summary of Incident  
On August 24th, 2019, the National Hurricane Center identified an intensifying tropical depression five in the Atlantic Ocean and soon grew to a Tropical Storm with the name Dorian. As the weather event grew in intensity and slowed down, Dorian grew to a category 5 hurricane with wind speeds up to 185 mph. tracking directly over the Bahama Islands, the hurricane was projected to make landfall in South Florida and travel up the east coast of
the United States. On August 30th, 2019, FEMA activated 16 teams to stage throughout Florida including 8 Type I teams, 8 Type III teams, and 4 MRP-W packages. On September 3rd, 2019, CA-TF3 received activation orders at 1330 for a Type III ARM to stage in North Carolina. Hurricane Dorian moved its way up the east coast gaining and loosing intensity until it was downgraded to a Category 1 Hurricane and went out to sea after touching Hatteras, North Carolina.

**Initial Response**

On August 30th, 2019, FEMA activated 16 teams to stage throughout Florida for the slow moving hurricane to make landfall.

**FEMA US&R Activation**

CA-TF3 received Alert Orders at 1700 for a Type III team to respond as an ARM on September 2nd, 2019.

**Mobilization**

The Task Force managers and support staff worked through the night to start prepping the equipment and finalizing paperwork. The Type III team reported to the warehouse at 0430 to assist on cache and prep for deployment knowing the Activation Orders were not received. At 0900, all team members were sent back home to wait for Orders which came in at 1600 September 3rd, 2019.

**Transportation**

CATF3 Type III team flew out of OAK on Kaiser Air Chartered flight with CA-TF4 and CA-TF7. The three teams landed in Charlotte and were shuttled to the Westin Uptown Charlotte the morning of September 4th, 2019.

**Operations**

CA-TF3 was assigned to staging for the next three days as Hurricane Dorian moved toward the east coast of the United States.

**Data Collection**

During that time, the task forces conducted combined and individual training with CA-TF3, CA-TF4, CA-TF7, and the Charlotte Fire Department. All teams became very proficient on the newly implemented Survey 123 data collection tool and refreshed on discipline skills.

**Accident and Initial Injury or Illness summary**

No accidents or injuries were reported.

**Demobilization**

Demobilization Orders were received by CA-TF3 on the morning of September 7th, 2019. Over the next two days, the team worked together to prepare the equipment for ground travel back to the warehouse in California and fly the members by commercial air on various flight over the two days. Six members assigned to Logistics remained in Charlotte, North Carolina to ensure cache accountability and returned to the CA-TF3 warehouse.

**Section 2 - Performance Analysis (Per phase and functional area)**
Mobilization Phase
S 1.0 Everbridge worked well

Discussion
S 1.0 The notification and polling system for team rostering was efficient and easy to use.

Recommendation
S 1.1 Continue using SMC Red S 5.2 CA-TF3 will be switching to DB Solutions to help further increase efficiency in the notification process.

Strength S 2.0
S 2.0 Able to reshape the cache configuration in a very short window

Discussion
S 2.0 Because of reconfiguring work done throughout the year, the team was able to completely reconfigure the cache in a very short period of time for the mode of transportation given for the deployment.

Recommendation
S 2.1 The sooner the mode of transportation and vendor cache requirements are known, the faster cache reconfiguration can happen.

Strength S 3.0
S 3.0 Cache on skids

Discussion
S 3.0 Configuring the cache on the 48x40 skids worked great. Easy to load and unload, with a regular forklift.

Recommendation
S 3.1 Explore the possibility of loading the cache on to aircraft pallets with 40x48 skids underneath.

Strength S 4.0
S 4.0 Cache Configuration

Discussion
S 4.0 All Disciplines have been working throughout the year to reconfigure the cache from Improvement Recommendations from the 2018 deployments, the new ARM configuration Logistics assembled made the deployment preparation easier.

Recommendation
S 4.1 Continue refinement of the cache from lessons learned and new ideas.
S 4.2 Continued work of inventory set ups for Type I, Type III, and MRPs.

Improvement I 1.0
I 1.0 Mobilization support from all Disciplines

Discussion
I 1.0 Incorporate and include discipline leads earlier in the process. It is critical to have members with subject matter expertise to pare down the cache if necessary.
Recommendation
I 1.1 Rostered managers should have a discipline representative blocked for consultation or to provide direction from the moment of possible deployment to assist with mobilization.
I 1.2 A procedure/policy is needed to identify mobilization support personnel.

Improvement I 2.0
I 2.0 Timeframe for warehouse reporting

Discussion
I 2.0 There was a delay from the activation time to the member alert time which resulted in members only having one hour to report to the warehouse.

Recommendation
I 2.1 In the future, notify rostered members as soon as activation orders are received even if other details and plans are not yet complete.

Improvement I 3.0
I 3.0 Obtaining the pharmacy cache

Discussion
I 3.0 Due to the stuttering nature of the call out, difficulties ensued

Recommendation
I 3.1 Contract with SUH to maintain the cache
I 3.2 Create a rotating system for medications to ensure all meds are available in appropriate timeframes.

Improvement I 4.0
I 4.0 Protection of personal data of deployed members

Discussion
I 4.0 Technology has been a positive addition to the task force. However, systems need to be established and tested prior to deployment so personnel data is protected particularly, as it relates to Personally Identifiable Information (PII), and Protected Health Information (PHI).

Recommendation
I 4.1 Task force wide training on technology. Accounts/subscriptions, tools, and processes that support the appropriate protection/management and access-restriction of PII and PHI; in compliance with applicable FEMA/DHS policies, sponsoring agency policies, and laws such as CCPA (California Consumer Privacy Act) (applicable to all residents of CA), and HIPPA (Health Insurance Portability and Accountability Act).

Improvement I 5.0
I 5.0 Update Deployment roster with more information

Discussion
I 5.0 To ensure the deployment roster is a useful tool and so team members are not asked several times throughout the deployment for their personal information, it needs a fair amount of updating. This includes content and security.

Recommendation
I 5.1 Capturing all data relevant to flying members including birthdates, known traveler numbers, legal names, etc.
I 5.2 Easier production of rosters to hide and enter information depending on the need.
I 5.3 Expandable for information such as Vehicle tracking (for parking and drivers) of vehicles, Room accommodations, etc. Better integration with original roster.

**Improvement I 6.0**

I 6.0 Formalize the mobilization line and cache prep needs.

**Discussion**

I 6.0 With the growing pains of moving to a new warehouse, the mobilization line flow has yet to be formalized. Clear expectations are needed to move team members and cache in an efficient system.

**Recommendation**

I 6.1 After sign in, members should report to the warehouse manager or designee to focus on assisting with cache configuration prior to going through the mobilization line.
I 6.2 Formalize Wolfpack configuration so team members may travel with position bags and personal items more easily.
I 6.3 Formalize mobilization path and clear direction on what is needed (e.g. rain gear liners, etc.)

**Improvement I 7.0**

I 7.0 Concerns with Canines brought with ESS

**Discussion**

I 7.0 The Canine Assets brought with the ESS were not ordered by FEMA thusly not reimbursable nor covered in the event of injury.

**Recommendation**

I 7.1 Create a policy for unordered assets deemed appropriate by the Program Manager regarding reimbursement and injury while on deployment.

**Improvement I 8.0**

I 8.0 Ropaks and boxes not labeled.

**Discussion**

I 8.0 Because the cache required some reconfiguration due to the mode of transportation, some items were moved into containers and not labeled making it difficult to find items after shipping.

**Recommendation**

I 8.1 Label all boxes for contents with fill date.
I 8.2 Get placards that can be written on and place them on the boxes for uniformity.

**Transportation Phase**

**Improvement I 9.0**

I 9.0 Plan for all types of airframes / carriers.

**Discussion**

I 9.0 Understanding the requirements for the different types of airframes will help cache configuration and cut down on response time needs.
Recommendation
I 9.1 Research the different possible carrier requirements.
I 9.2 Create a spreadsheet with the requirements for the different types of airframes, Haz Decs, and equipment descriptions to eliminate any questions on what getting loaded.

Improvement I 10.0
I 10.0 Seatbelts not always available on busses/contract vehicles
Discussion
I 10.0 Seatbelt use can improve safety in all phases of ground transportation, from the initial bus ride through the van ride home. Some contract vehicles are not required to provide seatbelts for the passengers.
Recommendation
I 10.1 Request vehicles with seatbelts when ordering contract vehicles.

Improvement I 11.0
I 11.0 Fragmenting the team during return transportation
Discussion
I 11.0 When the team must be split up using several flights over the course of a couple days, it is easier for home agencies to have all of their members released at the same time for financial reimbursement streamlining. Attempting to have them travel together is ideal if the entire team cannot travel home as a team.
Recommendation
I 11.1 Coordinate with National Travel and group the personnel who should arrive to the Jet Port close to or at the same time.

Improvement I 12.0
I 12.0 Truck Fueling
Discussion
I 12.0 Very difficult to get fuel with 1-3 Cal-Cards.
Recommendation
I 12.1 Each CA-TF3 vehicle needs a fuel card assigned to the vehicle to free up Cal-Cards for other purposes.

Improvement I 13.0
I 13.0 Canine Medications during travel
Discussion
I 13.0 Canine Medications were not available during travel.
Recommendation
I 13.1 Canine Meds need to be packed into a canine travel kit rather than with the cache.

Improvement I 14.0
I 14.0 Vehicle Identification and Parking Plan
Discussion
I 14.0 Need a system to label vehicles for identification purposes to minimize confusion between rented or charted vehicles similar in appearance. It’s also important to formalize a parking plan to help keep track of vehicle locations.

Recommendation
I 14.1 Buy magnetic signs to place on vehicles with CA-TF3 and/or a window marking device.
I 14.2 Create a parking plan for various locations as needed.

Operations (IST, Task Forces, HRD, IST Cache) Phase

Strength S 5.0
S 5.0 Multi-Agency Team worked efficiently and effectively

Discussion
S 5.0 Even though CA-TF3 is made up of members from various agencies and backgrounds, the mutual respect, professionalism, and positive working environment shined though.

Recommendation
S 5.1 Continue the positive working environment.

Strength S 6.0
S 6.0 Deployed CA-TF3 personnel utilized staging time efficiently with training.

Discussion
S 6.0 To meet the objectives set forth by the IST, CA-TF3 prepares equipment and personnel specifically for the needs of the deployment. Once the cache is appropriately configured, all disciplines work on presentations for their own personnel and for the other disciplines. This is an efficient use of time and increases vitality in the members.

Recommendation
S 6.1 Conducted Survey 123 Training for all deployed personnel in conjunction with GM 2019-050 and Red IST data collection method.
S 6.2 Continue to incorporate training into staging time during deployments.
S 6.3 Large group training and discipline training work well.
S 6.4 Cross training personnel in other disciplines worked well creating depth in the team and additional resources in taxed disciplines.

Strength S 7.0
S 7.0 Secondary Position members proved invaluable.

Discussion
S 7.0 The multiple discipline cross train members were able to gain hands on training during the deployment. Because Type III deployments only have one rostered manager, allowing for cross training opportunities for new managers is highly effective.

Recommendation
S 7.1 FEMA and CA-TF3 should consider trainees as a rostered position on task force deployments.

Improvement I 15.0
I 15.0 Wicking t-shirts issued for wet environments
Discussion
I 15.0 When working in environments that are humid, or wet, it is important to wear proper clothing made from proper materials to protect members from the elements. Wearing the wrong material such as cotton in wet environments can cause a health risk with temperature regulation concerns.

Recommendation
I 15.1 Issue wicking short sleeved shirts. These are appropriate for cache work, administrative work, and for environments where we are not working on rubble.
I 15.2 Issue wicking long sleeved shirts. These are appropriate for jobs in the same environment requiring sun protection.

Improvement I 16.0
I 16.0 Helmet Position Identifiers

Discussion
I 16.0 The ability to change helmet Position Identifiers allows for easier identification especially as more of our members help out in different disciplines throughout a deployment and are rostered in more than one position.

Recommendation
I 16.1 Make the helmet Position Identifiers Velcro or magnetic so they are easily identifiable and changed.

Improvement I 17.0
I 17.0 TIS and STS were underutilized during the deployment

Discussion
I 17.0 TIS and STS are part of the Plans Team, but their area of expertise lay within their discipline. Joint training between PTMs, TIS personnel and STS personnel prior to deployments will help disseminate the Plans Team duties more evenly.

Recommendation
I 17.1 Organize joint training between Plans, TIS, and Structure Specialist.

Improvement I 18.0
I 18.0 Unable to bring proper boats for flood conditions

Discussion
I 18.0 When faced with potential flooding conditions, IRBs have a higher likelihood of suffering damage than Jon boats. When responding to flooding deployments, Jon Boats are the appropriate boats.

Recommendation
I 18.1 Work with FEMA to be able to fly with Jon Boats.

Improvement I 19.0
I 19.0 Family members of deployed personnel did not receive any communications from the Family Support Unit.

Discussion
I 19.0 CATF3 Policy and Procedures #817, Family Support Unit, was not followed on this deployment.

Recommendation
I 19.1 Revise the Family Support Unit policy so it clearly defines who is responsible for communicating to the family members of deployed personnel during a deployment.

**Improvement I 20.0**  
I 20.0 Medical Specialist distributed throughout task force operational area.  
**Discussion**  
I 20.0 There are many incidences when the team is broken up into smaller groups to work in various locations with mixed tasks. Ensuring the medical specialists know the locations and are properly equipped and located to assist if medical is required.  
**Recommendation**  
I 20.1 Add to the briefing checklist to ensure all working locations are covered by medical specialists with enough gear.  
I 20.2 Ensure working groups operating in the most hazardous conditions have the priority of close or imbedded medical specialists.  
I 20.3 If disciplines are moving away from Base Camp, the Medical Team must be aware of the movement.

**Demobilization Phase**

**Strength S 8.0**  
S 8.0 The leadership in each discipline were organized with a united message.  
**Discussion**  
S 8.0 The communication information disseminated to CA-TF3 members was timely and communicated in a way where even if the information was not confirmed, it was clearly communicated so the members didn't feel in the dark.  
**Recommendation**  
S 8.1 Continue to learn from deployments by disseminating Strengths and Improvements.

**Improvement I 21.0**  
I 21.0 AAR Survey needs the ability to assign to multiple disciplines  
**Discussion**  
I 21.0 The ability to assign a Strength or Improvement to multiple disciplines when gathering feedback in a digital system would help streamline the evaluation process  
**Recommendation**  
I 21.1 Change the survey to allow multiple disciplines.

**Improvement I 22.0**  
I 22.0 Formalize the demobilization process  
**Discussion**  
I 22.0 With the growing pains of moving to a new warehouse, the demobilization process flow has yet to be formalized. Clear expectations are needed to maintain accountability.  
**Recommendation**  
I 22.1 Once the mobilization process is formalized, the demobilization process can be created utilizing the former in a basic reverse order with some minor adjustments.
Section 3 - Summary

CA-TF3 received Alert Orders at 1700 for a Type III team to respond as an ARM on September 2\textsuperscript{nd}, 2019. The Task Force managers and support staff worked through the night to start prepping the equipment and finalizing paperwork. The Type III team reported to the warehouse at 0430 to assist on cache and prep for deployment knowing the Activation Orders were not received. At 0900, all team members were sent back home to wait for Orders which came in at 1600 September 3\textsuperscript{rd}, 2019. CATF3 Type III team reported and flew out of OAK on Kaiser Air Chartered flight with CA-TF4 and CA-TF7. The three teams landed in Charlotte and were shuttled to the Westin Uptown Charlotte the morning of September 4\textsuperscript{th}, 2019.

CA-TF3 was assigned to staging for the next three days as Hurricane Dorian moved toward the east coast of the United States. During that time, the task forces conducted combined and individual training with CA-TF3, CA-TF4, CA-TF7, and the Charlotte Fire Department. All teams became very proficient on the newly implemented Survey 123 data collection tool and refreshed on discipline skills. CA-TF3 also spent time cross training members in various task force disciplines.

Demobilization Orders were received by CA-TF3 on the morning of September 7\textsuperscript{th}, 2019. Over the next two days, the team worked together to prepare the equipment for ground travel back to the warehouse in California and fly the members by commercial air on various flight over the two days. Six members assigned to Logistics remained in Charlotte, North Carolina to ensure cache accountability and returned to the CA-TF3 warehouse.
Section 4 - Disposition and follow up requirements

Detailed requirements can be found in the System Guidance document related to AAR/IP process.

The final disposition and coordination action of the finished AAR/IP requires additional actions prior to system acceptance.

Advisory Organization Coordination, Decision Making and Action Cycle – The successful implementation of system wide corrective actions and improvement plan are reliant on the coordination of the System Advisory Organization and associated process.

Assessment and tasking to appropriate areas of responsibility along with system impacts must be adjudicated. As well, budgetary and strategic factors must be prioritized and weighed within the parameters of system process and organizational goals.

Concurrence and further tasking must be accomplished within the Advisory Organization, to validate and further the specific recommendations of the AAR/IP

Disposition and Follow Up Requirements

IST and Task Force AAR/IP documents are to be considered “deliberative products” that will be utilized to inform and contribute to the final System AAR/IP.

Final adjudication of the AAR/IP will occur at the FEMA US&R Branch and will contain final actionable items and priorities.

Upon adjudication of the AAR/IP must occur at the FEMA US&R Branch General Memorandums and Directives will be issued as appropriate.

Final publication followed by distribution to all System and non-system resources who participated in the process will be accomplished by appropriate means and all Sponsoring and Participating Agencies will have access via a central repository.

Consideration for inclusion of the AAR/IP in higher FEMA/DHS incident specific evaluations, reporting or fact finding, will be determined by the FEMA US&R Branch.

All AAR/IP’s shall be posted to a common site accessible by all System resources for future reference and communications. This repository will support information sharing and visibility of best practices.
## Appendix A - Improvement Plan Matrix (IP)

<table>
<thead>
<tr>
<th>Core Capability</th>
<th>Area For Improvement</th>
<th>Recommendation</th>
<th>Discipline Responsible</th>
<th>Start Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mobilization</td>
<td>I 1.0 Mobilization support from all Disciplines</td>
<td>I 1.1 Rostered managers should have a discipline representative blocked for consultation or to provide direction from the moment of possible deployment to assist with mobilization. I 1.2 A procedure/policy is needed to identify mobilization support personnel.</td>
<td>Program Staff</td>
<td>10/02/2019</td>
</tr>
<tr>
<td>Mobilization</td>
<td>I 2.0 Timeframe for warehouse reporting</td>
<td>I 2.1 In the future, notify rostered members as soon as activation orders are received even if other details and plans are not yet complete.</td>
<td>Program Staff</td>
<td>10/02/2019</td>
</tr>
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<td>I 3.0 Obtaining the pharmacy cache</td>
<td>I 3.1 Contest with SUH to maintain the cache I 3.2 Create a rotating system for medications to ensure all meds are available in appropriate timeframes.</td>
<td>Medical</td>
<td>09/26/2019</td>
</tr>
<tr>
<td>Mobilization</td>
<td>I 4.0 Protection of personal data of deployed members</td>
<td>I 4.1 Task force wide training on technology. Accounts/subscriptions, tools, and processes that support the appropriate protection/management and access-restriction of PII and PHI; in compliance with applicable FEMA/DHS policies, sponsoring agency policies, and laws such as CCPA (California Consumer Privacy Act) (applicable to all residents of CA), and HIPPA (Health Insurance Portability and Accountability Act).</td>
<td>Comms</td>
<td>10/02/2019</td>
</tr>
<tr>
<td>Mobilization</td>
<td>I 5.0 Update Deployment roster with more information</td>
<td>I 5.1 Capturing all data relevant to flying members including birthdates, known traveler numbers, legal names, seat preference, mileage numbers, etc. I 5.2 Easier production of rosters to hide and enter information depending on the need. I 5.3 Expandable for information such as Vehicle tracking (for parking and drivers) of vehicles,</td>
<td>Plans</td>
<td>10/02/2019</td>
</tr>
<tr>
<td>Room accommodations, etc. Better integration with original roster.</td>
<td></td>
<td></td>
<td></td>
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<td>Logistics 09/26/2019</td>
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<td><strong>Mobilization</strong></td>
<td>I 7.0 Concerns with Canines brought with ESS</td>
<td>I 7.1 Create a policy for unordered assets deemed appropriate by the Program Manager regarding reimbursement and injury while on deployment.</td>
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<td>I 9.0 Plan for all types of airframes / carriers.</td>
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<td><strong>Transportation</strong></td>
<td>I 10.0 Seatbelts not always available on busses/contract vehicles</td>
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<td>ESS 10/02/2019</td>
<td></td>
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<td>I 11.0 Fragmenting the team during return transportation</td>
<td>I 11.1 Coordinate with National Travel and group the personnel who should arrive to the Jet Port at the same time.</td>
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<td></td>
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<tr>
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<td>I 13.0 Canine Medications during travel</td>
<td>I 13.1 Canine Meds need to be packed into a canine travel kit rather than with the cache.</td>
<td>Search/Canine 10/02/2019</td>
<td></td>
</tr>
<tr>
<td>Transportation</td>
<td>I 14.0 Vehicle Identification and Parking Plan</td>
<td>I 14.1 Buy magnetic signs to place on vehicles with CA-TF3 and/or a window marking device. I 14.2 Create a parking plan for various locations as needed.</td>
<td>Logistics</td>
<td>10/02/2019</td>
</tr>
<tr>
<td>Operations</td>
<td>I 15.0 Wicking t-shirts issued for wet environments</td>
<td>I 15.1 Issue wicking short sleeved shirts. These are appropriate for cache work, administrative work, and for environments where we are not working on rubble. I 15.2 Issue wicking long sleeved shirts. These are appropriate for jobs in the same environment requiring sun protection.</td>
<td>Program Staff</td>
<td>10/02/2019</td>
</tr>
<tr>
<td>Operations</td>
<td>I 16.0 Helmet Position Identifiers</td>
<td>I 16.0 Make the helmet Position Identifiers Velcro or magnetic so they are easily identifiable and changed.</td>
<td>Program Staff</td>
<td>10/02/2019</td>
</tr>
<tr>
<td>Operations</td>
<td>I 17.0 TIS and STS were underutilized during the deployment</td>
<td>I 17.1 Organize joint training between Plans, TIS, and Structure Specialist.</td>
<td>Plans</td>
<td>10/02/2019</td>
</tr>
<tr>
<td>Operations</td>
<td>I 18.0 Unable to bring proper boats for flood conditions</td>
<td>I 18.1 Work with FEMA to be able to fly with Jon Boats.</td>
<td>Rescue</td>
<td>10/02/2019</td>
</tr>
<tr>
<td>Operations</td>
<td>I 19.0 Family members of deployed personnel did not receive any communications from the Family Support Unit.</td>
<td>I 19.1 Revise the Family Support Unit policy so it clearly defines who is responsible for communicating to the family members of deployed personnel during a deployment.</td>
<td>Program Staff</td>
<td>10/02/2019</td>
</tr>
<tr>
<td>Operations</td>
<td>I 20.0 Medical Specialist distributed throughout task force operational area.</td>
<td>I 20.1 Add to the briefing checklist to ensure all working locations are covered by medical specialists with enough gear. I 20.2 Ensure working groups operating in the most hazardous conditions have the priority of close or imbedded medical specialists. I 20.3 If disciplines are moving away from Base Camp, the Medical Team must be aware of the movement.</td>
<td>Plans</td>
<td>10/02/2019</td>
</tr>
<tr>
<td>Demobilization</td>
<td>I 21.0 AAR Survey needs the ability to</td>
<td>I 21.1 Change the survey to allow multiple disciplines.</td>
<td>Plans</td>
<td>10/02/2019</td>
</tr>
<tr>
<td>Demobilization</td>
<td>122.0 Formalize the demobilization process</td>
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<td></td>
<td>122.1 Once the mobilization process is formalized, the demobilization process can be created utilizing the former in a basic reverse order with some minor adjustments.</td>
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<td></td>
<td>Logistics</td>
<td></td>
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<td></td>
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<tr>
<td></td>
<td>10/02/2019</td>
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</tbody>
</table>
Appendix B - Event Chronology

Chronology of Events

Tuesday, September 3rd, 2019
0400 Task Force managers and support staff reported to CATF3 warehouse for planning of deployment
0430 Type III Team reported to CATF3 warehouse to assist the Logistics Team in preparing equipment for air travel
0900 Full team briefing – team stand down
1420 Activation Order received. Team notified to mobilize
1600 Type III Team arrived at CATF3 warehouse
1730 Task Force Managers review and approval of TWS
1745 Managers meeting
1820 Type III Team Operational Briefing
1845 Depart CATF3 warehouse for OAK. PTM notified ESF#9 desk of departure.
2015 Arrive at OAK. Board charter flight from Kaiser Air
2040 Depart OAK for CLT with CA-TF4 and CA-TF7.
0450 Arrived at CLT
0500 Gear Off Loaded and staged for transportation to lodging
0545 Team briefed on travel plan
0630 Reviewed TWS and mobilization documents.
0645 Logistics personnel secured vans and trucks
0700 End of Operational Period

Wednesday, September 4th, 2019
0700 Continued staging for transportation to lodging
0810 Team traveled to Westin Hotel Downtown Charlotte
0930 All personnel accounted for at the hotel
1030 Managers Meeting
1045 Team briefing
1100 CATF3 Lunch at hotel restaurant
1200 Rested team while Logistics and Plans worked with TFL for team training and cache arrival
1600 Survey 123 multi-team training with TF 3, TF4, and TF7
1715 Managers Meeting in conference room
1800 Team Briefing conference room
1800 Dinner in hotel restaurant
0700 End of Operational Period

Thursday, September 5th, 2019
0700 Red IST conference call with TFL, AREP, and Safety
0745 Team breakfast
0830 Managers briefing
0845 Team meeting
0900 Breaks for Just In Time (JIT) training (Search/Canine trained with Charlotte F.D.)
1000 TFL meeting with task forces staged Charlotte.
1200 Lunch at hotel restaurant
1230 Logs personnel to Charlotte Warehouse to prep for cache arrival
1413 Conference call with TFL and OES AREP regarding situation report
1430 Team technology training with COML
1700 TFL and PTMs from all task forces Survey 123 training from IST SITL
1730 Team dinner at hotel restaurant
1915 Red IST TFL conference call
1940 Conference call with TFL and LTM regarding cache status. Cache off loaded into CA-TF3 vehicles
2000 RTM confirmed CA-TF3 operational. Red IST Logistics notified IST of CA-TF3 operational status
2130 Team briefing

Friday, September 9th, 2019
0700 Red IST conference call with Safety, TFL and AREP
0730 Managers meeting
0800 Team Operational briefing.
1300 Team lunch at the hotel restaurant
1400 Just in time training Survey 123 field training
1600 TFL, LTM met with IST Logistics regarding demobilization
1800 Team briefing
1900 Dinner at hotel restaurant
2145 TFL/IST Travel plan conference call

Saturday, September 7, 2019
0800 All Team Meeting
0900 Demobilization Equipment and Paperwork Preparation
1200 Lunch at hotel restaurant
1300 Continue Demobilization Preparation and Travel Plan
1800 14 team members begin transport to the airport for commercial airlines flight to CATF3 Warehouse
1900 Dinner
1930 Continue Travel Plan Preparation for remaining Task Force Members

Sunday, September 8, 2019
0700 Breakfast in Hotel Restaurant
0800 Team Briefing
0930 First group transported to airport
1230 Second group transported to airport
1200 Lunch
1345 Last group transported to airport
1430 Rental Vehicles returned.
1445 All team members leaving on Sunday were checked in at airport.
Appendix C - Representative photos
### Appendix D - Ad Hoc Members

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gerry Laird</td>
<td>Planning Team Manager Co-Chair</td>
</tr>
<tr>
<td>Julie Gardner</td>
<td>Planning Team Manager Co-Chair</td>
</tr>
<tr>
<td>Ben Marra</td>
<td>Program Manager</td>
</tr>
<tr>
<td>Chris Pimental</td>
<td>Task Force Leader</td>
</tr>
<tr>
<td>Geoff Maloon</td>
<td>Planning Team Manager</td>
</tr>
<tr>
<td>JD Madden</td>
<td>Planning Team Manager</td>
</tr>
<tr>
<td>Dan Abrams</td>
<td>Planning Team Manager</td>
</tr>
<tr>
<td>Tim Louis</td>
<td>Planning Team Manager</td>
</tr>
<tr>
<td>Tony Eggimann</td>
<td>Planning Team Manager</td>
</tr>
<tr>
<td>Alex Lemon</td>
<td>Logistics Team Manager</td>
</tr>
<tr>
<td>Sean Cole</td>
<td>Logistics Team Manager</td>
</tr>
<tr>
<td>Tom Wirth</td>
<td>Logistics Team Manager</td>
</tr>
<tr>
<td>Paulo Brito</td>
<td>Rescue Team Manager</td>
</tr>
<tr>
<td>Thom Jaquysh</td>
<td>Rescue Team Manager</td>
</tr>
<tr>
<td>Dan Guenin</td>
<td>Medical Team Manager</td>
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<tr>
<td>Mark Anderson</td>
<td>Search Team Manager</td>
</tr>
<tr>
<td>Shawn Tackland</td>
<td>Safety</td>
</tr>
<tr>
<td>Liz Hyde</td>
<td>Communications Specialist</td>
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<tr>
<td>Mike Comer</td>
<td>Communications Specialist</td>
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<tr>
<td>Kim Vogt</td>
<td>Technical Information Specialist</td>
</tr>
<tr>
<td>Rodrigo Galindo</td>
<td>Technical Information Specialist</td>
</tr>
<tr>
<td>Justin Werle</td>
<td>Medical Specialist</td>
</tr>
<tr>
<td>Amy Kraska</td>
<td>Grant Manager</td>
</tr>
<tr>
<td>Julie Quanz</td>
<td>Records Specialist</td>
</tr>
<tr>
<td>Ben Vallao</td>
<td>Logistics Specialist</td>
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</tbody>
</table>