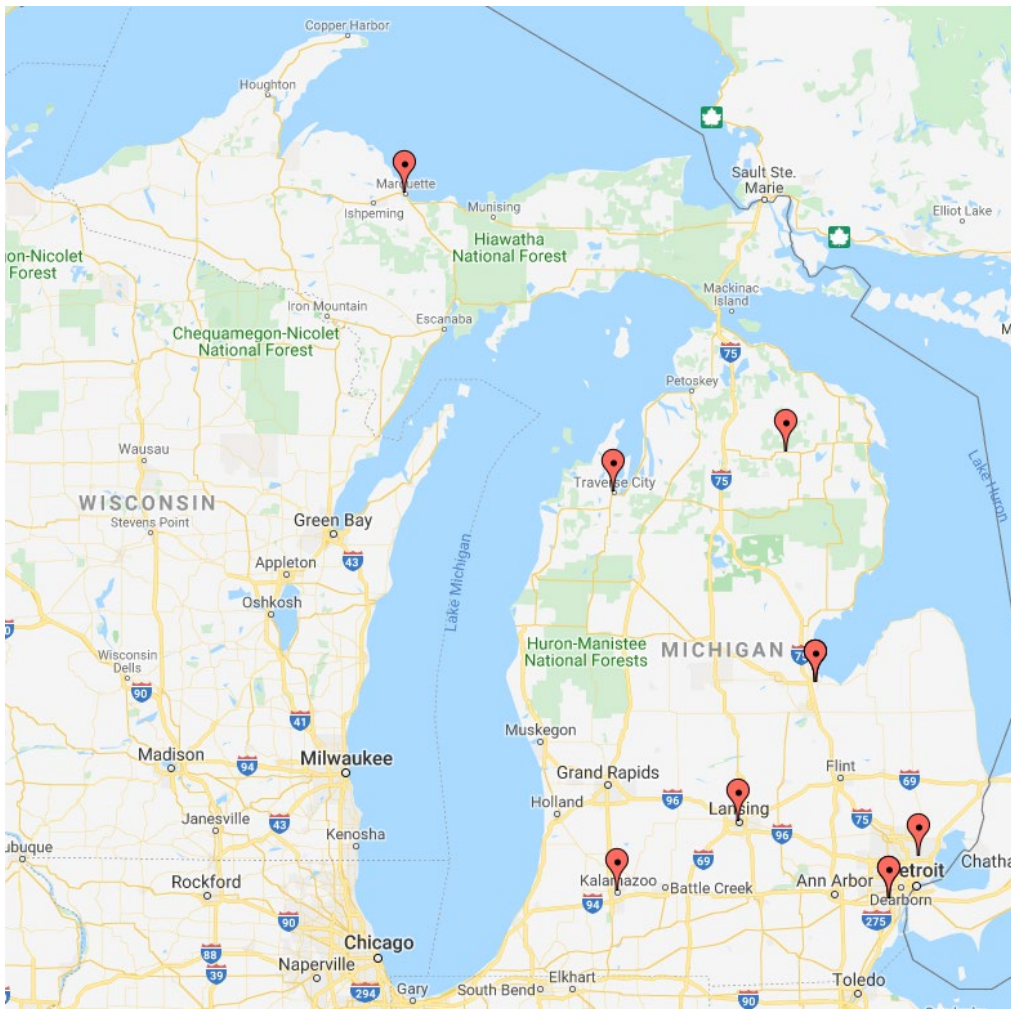




SAMPLE TEAM EXERCISE

MARCH 28, 2019 – JULY 31, 2019



Michigan Department of Agriculture and Rural Development
Rapid Response Team

After Action Report (AAR)

MDARD Sample Team Exercise 2019

TABLE OF CONTENTS

EXECUTIVE SUMMARY 4
PLANNED GOALS AND OBJECTIVES 7
INCIDENT DESCRIPTIONS 8
STRENGTHS 14
AREAS FOR IMPROVEMENT 16
RECOMMENDATIONS 18
CONCLUSIONS AND NEXT STEPS 18
IMPROVEMENT PLAN 19
ATTACHMENT 1: EXERCISE ORGANIZATIONAL CHART 20
ATTACHMENT 2: EXERCISE ROSTER 22
ATTACHMENT 3: ACRONYMS 30

AAR Points of Contact

MDARD Executive Office

Deacon, Brad (deaconb9@michigan.gov)

Weier, Elizabeth (weiere@michigan.gov)

MDARD Sample Team Exercise Planning Committee

Appleby, Joshua (applebyj@michigan.gov)

Bonsky, Jennifer (bonskyj@michigan.gov)

Deacon, Brad (deaconb9@michigan.gov)

Glaspie, Stevie (glaspies1@michigan.gov)

Guardiola, Jamie (guardiolaj1@michigan.gov)

Hunt, April (hunta9@michigan.gov)

Polaskey, Jordan (polaskeyJ@michigan.gov)

Walsh, Lauren (walshl3@michigan.gov)

Weier, Elizabeth (weiere@michigan.gov)

Michigan Department of Agriculture and Rural Development
Rapid Response Team

After Action Report (AAR)

MDARD Sample Team Exercise 2019

EXECUTIVE SUMMARY

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. Results were evaluated from two perspectives: 1) exercise planning/execution, and 2) Michigan Department of Agriculture and Rural Development (MDARD) Sample Team capacity development.

This report is a compilation of information from MDARD staff who were involved in planning, delivering, and participating in the MDARD Sample Team Exercise 2019. The Sample Team Exercise (STE) occurred on throughout Michigan from March 28th – July 31, 2019.

Summary of Key Issues:

Background and Coordination: MDARD has a history of testing its surge capacity for response to large scale events through STEs approximately every three years. The last STE exercise was held in 2016 and was a significant effort. Recommendations following the 2016 exercise were implemented and have enhanced MDARD's effectiveness and preparedness. MDARD completed the following actions from the 2016 STE Improvement Plan:

- Review of departmental sampling and implementation of a department-wide chain of custody policy
- Identification and implementation of a basic level of Incident Command System (ICS) training for staff; all current staff have been trained in ICS 100, 200, 700, and 800, and training of new staff is ongoing
- Creation of an STE Planning Toolkit, consisting of planning and execution resources that can be utilized for a planned event or emergency response

In late 2018, the MDARD Executive Office set a goal of coordinating the 2019 STE with a series of Departmental update meetings throughout the state. The series was an opportunity for our new Director to meet field staff from across the state, as well as a venue to deliver safety and situational awareness training to staff.

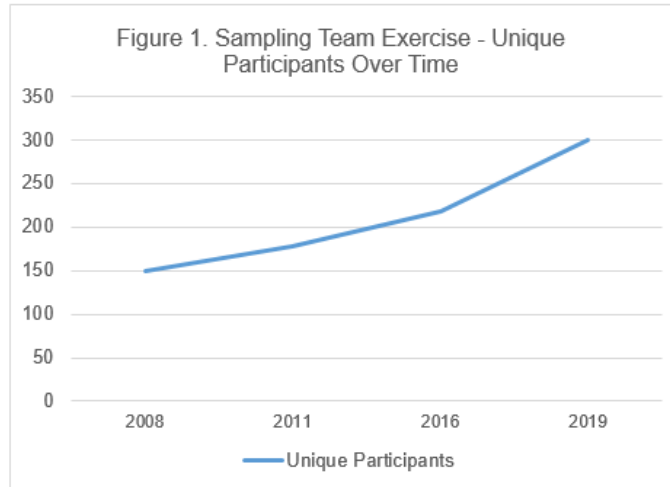
Strengths: This series of eight sessions was the most involved and complicated to date. To demonstrate increased capacity in exercise design, each session scenario was unique. Issues suggested by the Food & Dairy Division (FDD), Laboratory Division (Lab), Animal Industry Division (AID), and the Pesticide & Plant Pest Management Division (PPPM) were highlighted in exercise scenarios.

This series saw the largest number of participants in planning, coordination, and attendance. There were 300 unique participants, a number that has steadily increased since the first STE in 2008 (see Figure 1).

Michigan Department of Agriculture and Rural Development
Rapid Response Team

After Action Report (AAR)

MDARD Sample Team Exercise 2019



The exercise planning effort utilized and built on the extensive ICS knowledge and experience of MDARD staff. A different Incident Management Team (IMT) was selected for each of the eight sessions; participation in the IMT refreshed skills as they delivered an operations briefing and participated in a tabletop discussion of the Planning P. To facilitate engagement and interaction among MDARD staff, IMTs were intentionally comprised of staff from across the Department.

IMT members were briefed on a pre-exercise team conference call, provided with an IMT preparatory packet, and coached by exercise planning staff. The packet and conference call were formalized in the beginning of the exercise series and refined throughout. They were instrumental in helping staff members feel more confident serving in new roles.

Each session began with a welcome and question and answer session from the MDARD Director, Chief Deputy Director, and/or Deputy Director. Questions from the audience ranged from queries about departmental technology priorities to implementation and status of programs, such as industrial hemp and bovine tuberculosis. A safety and situational awareness training with a diversity and cultural competency component was also a part of each session.

Opportunities to improve exercise execution were identified and implemented throughout the STE series. For example, at the Bay City exercise, demobilization was a challenge and demonstrated a better plan was needed. At the Lansing and Taylor sessions, an enhanced demobilization plan was prepared and executed, leading to a much smoother demobilization process.

Staff met the objectives of preparing and delivering just-in-time training on sampling, chain of custody, use of ICS, and safety to a diverse audience. Additionally, real samples were collected during the exercise and tested by the MDARD Laboratory and the US. Environmental Protection Agency's Analytical Chemistry Laboratory as

Michigan Department of Agriculture and Rural Development
Rapid Response Team

After Action Report (AAR)

MDARD Sample Team Exercise 2019

part of MDARD's regular efforts to survey the marketplace to protect human and animal health. This was the first STE to involve the Pesticide Section of the Laboratory Division. Several samples collected were found to be positive for pathogens or having high levels of potentially dangerous substances, triggering follow-up action.

Areas of Improvement:

Exercise Planning/Execution:

- Exercise materials can be made more accurate, clear, and concise.
- The Finance and Administration Section should be added to the Planning Committee to more directly address finance issues that arise.

MDARD Sampling Team Capacity:

- Communication and coordination with the Laboratory Division could have been improved in some instances.
- Procedures for collecting, documenting, packaging, and securing samples are not consistent department wide.
- Several materials were created for this STE series and should be added to the STE Planning Toolkit.

Limitations: The STE and associated assignments had to be applicable to a broad range of field and office staff with different specializations, training, and experience levels since all MDARD employees were encouraged to attend and all field staff were required to participate in the exercise.

Recommendations:

- Review current policies and procedures impacting coordination and communication with all divisions, especially the Laboratory Division, and test policies and procedures in a tabletop exercise.
- MDARD should create just-in-time training resources for sampling procedures and techniques, including presentation materials, demonstration videos, and sampling kit checklists.
- Review and update the Sampling Team Planning Toolkit and MDARD Emergency Plans Manual, to include documents created during the 2019 STE, such as the IMT Prep Packet and Demobilization Plan.

Michigan Department of Agriculture and Rural Development
Rapid Response Team

After Action Report (AAR)

MDARD Sample Team Exercise 2019

PLANNED GOALS AND OBJECTIVES

Goals

1. Improve employee engagement and communication
2. Improve the Department's ability to respond to emergencies through building surge capacity and improve abilities to manage a large, complex incident
3. Improve use and understanding of the Incident Command System and apply knowledge gained from recent Strategic Action Plan initiative to train all MDARD staff in ICS 100, 200, 700, and 800
4. Identify and utilize technology to improve response
5. Advance safety assessment skills in potential high-pressure situations.
6. Improve coordination & communication with the U.S. Food and Drug Administration (FDA)
7. Receive, process and test a range of products for a variety of concerns to demonstrate core capabilities, assist with future accreditation / reporting, and evaluate risk in the marketplace

Objectives

1. Create:
 - a. Venues around the State of Michigan for multi-divisional MDARD field staff to meet, interact, and receive training, and
 - b. An opportunity for the Director / Deputy Director to meet with field staff and exchange information
2. Test capabilities to:
 - a. Activate Incident Management Teams,
 - b. Assemble the MDARD Sampling Team,
 - c. Provide just in time/cross training,
 - d. Accomplish a task, simulating core activities necessary to respond to many threats and hazards, and
 - e. Provide instruction on finance & administration procedures and achieve consistent accounting of time and expense
3. Facilitate:
 - a. Food, Dairy, & Feed Emergency Management Seniors / Lead Workers to jointly prepare ICS plans, practice delivery of just in time training, and evaluations,
 - b. Use of ICS principles and IMTs to generate Incident Action Plans for each venue,
 - c. Engagement of Lansing office staff to fulfill or shadow roles they would likely have in a real emergency, particularly in Finance and Logistics,
 - d. Development of "What Would an Inspector Do" reactions and a safety-first mindset,

Michigan Department of Agriculture and Rural Development
Rapid Response Team

After Action Report (AAR)

MDARD Sample Team Exercise 2019

- e. Collection of a variety of samples from the marketplace for pathogens, drugs, pesticides, or other contaminants for testing, and
 - f. Effective hotwashes to evaluate each exercise and identify successes so they can be repeated in the future
4. Provide:
 - a. Safety training covering personal safety and de-escalation techniques to staff, and
 - b. Briefing on exercise subject matter and ICS principles to staff
 5. Test procedures for collecting samples including:
 - a. Chain of custody,
 - b. Conducting recall audit checks and traceback/traceforward investigations, and
 - c. Documentation,
 6. Meet Rapid Response Team (RRT) grant requirements for a large-scale exercise
 7. Include FDA-Detroit District in building of above objectives

INCIDENT DESCRIPTIONS

Overview: In October 2018, the Executive Office identified a planning team consisting of representatives from various MDARD divisions to plan and execute the MDARD STE 2019. The strategy was to design eight unique sessions with a simulated planning cycle, ICS principles, and actual operational briefing with operational assignments. The STE was scheduled to coincide with Departmental meetings to be held throughout March – July 2019.

Planning: The STE Planning Team began developing this exercise to meet the following priorities:

- Utilize ICS principles through the execution of the STE.
- Develop realistic and plausible scenarios that differ from prior years, including expanded assignments and tests of increased capacity.
- Ensure that exercise materials and assignments are applicable to all participants.
- Coordinate with Geagley Laboratory to ensure all samples would be analyzed.

Teams were given different assignments depending on each team's make up as follows:

- Radiological Sampling (Water, Milk, Vegetation, Soil)
- Food Sampling (Luster Dust, Bulk Spices, Fish)
- Pesticide Sampling (Insect Repellent)
- Animal Disease (Donning and Doffing of Personal Protective Equipment)

Michigan Department of Agriculture and Rural Development
Rapid Response Team

After Action Report (AAR)

MDARD Sample Team Exercise 2019

- Feed Sampling (Pig Ears)
- Recall Audit Check (Pig Ears)
- Gas Pump Skimmers

Kalamazoo – March 28, 2019

Overview: This session focused on radiological emergency preparedness (REP) in preparation for the 2019 D.C. Cook Nuclear Power Plant Ingestion Pathway Exercise (IPX). To prepare to demonstrate MDARD's capability to collect water, milk, soil, and vegetation samples in the IPX, the Michigan State Police – Emergency Management and Homeland Security Division (MSP-EMHSD) and the Michigan Department of Environment, Great Lakes, and Energy (EGLE) delivered training on basic REP principles and radiological sampling to attendees. Attendees also participated in a hands-on sampling activity, collecting water, milk, soil, and vegetation samples.

Planning: The hands-on sampling activity required significant planning to execute. Some supplies and equipment were assembled by MDARD (bags, milk, sampling vials, and some supplies and equipment (gloves, scissors, soil sampling frames) were provided by EGLE. Participants were divided into ten teams and were instructed to check out their sampling supplies and practice sampling each material.

Successes:

- This was the first radiological preparedness scenario in an STE.
- The session effectively incorporated key response partners MSP-EMHSD and EGLE in the just-in-time training portion.

Areas of Improvement:

- The need for enhanced coordination with EGLE on activity plans, supplies and equipment, and the check-in/check-out process was identified.
- Future sessions should include demonstration of sampling methods and coaches or subject matter experts at each sampling stations.
- Future sessions should include more realistic practice donning and doffing personal protective equipment (PPE).

Notable Results:

The training exposed staff to radiological emergency preparedness concepts and prepared MDARD to succeed and lead other agencies in the 2019 D.C. Cook Nuclear Power Plant IPX. The exercise contributed to successful response in the federally-evaluated preparedness exercise.

Traverse City – April 9, 2019, and Warren – May 14, 2019

Overview: These sessions focused on marketplace sampling of cake decorating supplies (specifically, "Luster Dust" type products) and bulk spices, following cases of these products containing elevated levels of metals across the country. In Traverse City,

Michigan Department of Agriculture and Rural Development
Rapid Response Team

After Action Report (AAR)

MDARD Sample Team Exercise 2019

teams collected bulk spice samples from grocery stores and cake decorating supplies from big box stores like Michaels, Hobby Lobby, and Joann Fabrics. In Warren, teams also collected bulk spice samples from grocery stores, but looked for cake decorating supplies in specialty cake decorating stores and online. The team looking for products online was called "Cyber Command" and it was a first-time activity in an STE.

Successes:

- During the Warren session, the Sample Team executed Cyber Command for the first time, purchasing "Luster Dust" samples from a variety of online retailers. The samples were shipped directly to Geagley Lab and were analyzed for heavy metals.
- Incident Management Team Planning P sessions were held while field teams were deployed. The tabletop-style discussion of the Planning P and key issues that arise during the planning process increased confidence and familiarity with ICS and emergency response.
- In Warren, two partners from the FDA attended and one participated as an Assistant Liaison Officer. In addition, two observers from the Quality of Life Leadership Academy attended and participated in the IMT Planning P session.

Areas for Improvement:

- Better demonstration of sampling methods and explanation of the "why" was identified by participants.
- During Cyber Command in Warren, a fraud hold was implemented on the procurement card being used; the procurement card holder should notify the card company of these activities ahead of time to avoid fraud holds in the future.
- Basic technology training for all staff should be a priority. Staff assigned to Cyber Command had variable levels of proficiency in use of standard issued technology.

Notable Results:

- A sample of cinnamon collected in Warren was found to have 3.82 ppm of lead. Additional samples were collected by FDA and they confirmed a health hazard. Regulatory action was pursued by FDA and MDARD.
- Some of the samples of Luster Dust products had concerning levels of lead, cobalt, and cadmium, among other metals. There were also labeling concerns. MDARD's findings on these types of products were forwarded to the FDA and are under ongoing review.
- In Warren, a sampling location was unlicensed; the field team had to address this.

Michigan Department of Agriculture and Rural Development
Rapid Response Team

After Action Report (AAR)

MDARD Sample Team Exercise 2019

Bay City – May 30, 2019

Overview: This was the first time an STE featured a pesticide-focused scenario. Occurrences of insect-borne illnesses such as West Nile Virus and Eastern Equine Encephalitis in Michigan underscore the importance of effective insect repellents for residents. Sampling teams collected various types of insect repellents from the marketplace for formulation testing. To avoid purchasing duplicate samples, the smartphone application AnyList was used.

Successes:

- This session marked the first-ever STE pesticide scenario. The IMT had significant participation from PPPM staff.
- PPPM staff presented a very effective situation update during the operations briefing.
- The app was successful; participants noted it was easy to use and no duplicate samples were used.

Areas for Improvement:

- The meeting room was small; another location should be secured for future sessions in the Bay area.
- Demobilization was not smooth. This session emphasized the importance of having a demobilization plan.
- There was an accidental exposure to an insect repellent product during sampling. Additional PPE for purchasing insect repellents should be issued.

Notable Results:

Six samples were found to have active ingredients outside of their certified limits. This included four DEET products and two picaridin products. EPA will be following up on the violations.

Marquette – June 18, 2019, and Atlanta – July 9, 2019

Overview: In 2018, MDARD's Animal Industry Division (AID) participated in a national-level foot-and-mouth disease (FMD) exercise and several improvement plan items were identified. One of the items was additional practice in just-in-time training and donning and doffing of personal protective equipment (PPE), which is an important component of a foreign animal disease response. During the STE sessions in Marquette and Atlanta, AID staff delivered an overview of FMD to participants, delivered just-in-time training on donning and doffing of PPE.

Successes:

- Staff in both sessions, but especially in Marquette, remarked how valuable these meetings are now that MDARD doesn't have field offices.
- The Situational Awareness and ICS training were well received, and staff reiterated the need for MDARD to focus on field staff safety.

Michigan Department of Agriculture and Rural Development
Rapid Response Team

After Action Report (AAR)

MDARD Sample Team Exercise 2019

- AID staff were able to practice delivery of just-in-time training.
- Some staff had not practiced donning and doffing of PPE in a while and noted it was a great refresher.

Areas for Improvement:

- Sizes and types of PPE should be considered. For future trainings and real-life incidents, a survey of PPE sizes should be conducted ahead of time to streamline issuance.
- Due to the morning agenda, there was only time for one activity. Future sessions could include field surveillance activities or actual swabbing of livestock, such as chickens, and delivery of samples to an accredited lab.
- Next time, more could be done during donning and doffing practice. For instance, a controller could be giving injects to generate conversation with those who are waiting for others to finish the activity.

Notable Results:

- This exercise was part of ongoing preparations for a potential foreign animal disease response in the state of Michigan.
- This practice marked completion of an improvement plan item from 2018's national FMD exercise AAR.

Lansing – July 23, 2019, and Taylor – July 31, 2019

Overview: As the capstones of the exercise series, multiple activities were planned for the Lansing and Taylor sessions. To demonstrate increased capacity and ability to coordinate multiple unrelated activities, sampling teams collected samples of fresh fish for speciation testing, pig ears for microbiological analysis, and checked gas pumps for credit card skimmers. Food fraud is an ongoing issue in the marketplace, with fish being a well-known example of fraudulent representation. During the summer of 2019, MDARD's RRT was part of an ongoing response to Salmonella contamination in pig ear dog treats. Finally, MDARD has located and removed several credit card skimming devices from gas pumps around the state. Coordinating all of these activities on a single day was a milestone for MDARD and test of the Sampling Team model.

Successes:

- IMTs at both sessions were larger than previous sessions due to the larger session sizes and increased complexity. Specifically, the Operations and Logistics Sections were expanded.
- Following the Bay City exercise, the need for an enhanced demobilization plan was identified. The plan was implemented during the Lansing and Taylor sessions. It greatly improved flow, organization, and quality assurance.
- As in the Bay City session, the importance of a Situation Unit update during the operational briefing was noted and appreciated by participants.

Michigan Department of Agriculture and Rural Development
Rapid Response Team

After Action Report (AAR)

MDARD Sample Team Exercise 2019

- Local Health Department staff participated in the exercise and were part of the joint fish sampling teams.

Areas for Improvement:

- The Laboratory Division Microbiology Section received more pig ear samples than initially planned. Better communication from the onset of the planning through to actual collection of samples, if numbers change, is needed in future sessions.
- With larger groups, it was a challenge to deploy teams on time. Future session agendas should account for this.
- These sessions saw more variability in sampling methods. This can be better addressed in future sessions with in-person sampling method demonstrations, and overall more time for just-in-time training on sampling.
- Stress the importance for staff to use the personal protective equipment (PPE) they were issued when taking samples, particularly when sampling bulk products.

Notable Results:

- Samples of pig ears collected in the field and by Cyber Command were positive for Salmonella and expanded a national recall of the product.
- Forty-five gas pumps were checked for credit card skimmer and none were found.
- One four-year old sample of fish was collected. Labeling concerns were found during the food fraud component of the exercise. Local health departments are following up with these concerns.

Sample Collection

At five of the eight sessions, actual samples were collected by field teams and analyzed by the Laboratory Division. The table below is a breakdown of collected samples.

	Total # Samples	# Field	# Cyber Command
Traverse City – Spices	13	13	0
Traverse City – Lusterdust	12	12	0
Warren – Spices	17	17	0
Warren – Lusterdust	19	7	12
Bay City – Insect Repellents	44	22	22
Lansing – Fish Speciation	6	6	0
Lansing – Pig Ears	13	8	5
Taylor – Fish Speciation	4	4	0
Taylor – Pig Ears	2	2	0

Michigan Department of Agriculture and Rural Development
Rapid Response Team

After Action Report (AAR)

MDARD Sample Team Exercise 2019

Participating Organizations

The table below is a breakdown of attendance by division and organization.

MDARD Division or Other Organization	# of Participants	% Participants
Agriculture Development	5	1.6%
Animal Industry	29	9.6%
Executive Office	16	5.3%
Environmental Stewardship	23	7.6%
Food and Dairy Division	111	37%
Laboratory Division	27	9%
Pesticide and Plant Pest Management	62	20.6%
MI Dept. of Environment, Great Lakes, and Energy	6	2%
US Food and Drug Administration	4	1.3%
Michigan State Police	4	1.3%
Wayne County Local Health Department	3	1%
Ingham County Health Department	2	.6%
MI Department of Natural Resources	1	.3%
MI Department of Health and Human Services	1	.3%
Other	2	.6%
Total	300	

STRENGTHS

Overall, the MDARD STE 2019 was successful. The Department accomplished the exercise objectives and executed all planned sessions throughout the state. The major strengths identified during this exercise are as follows:

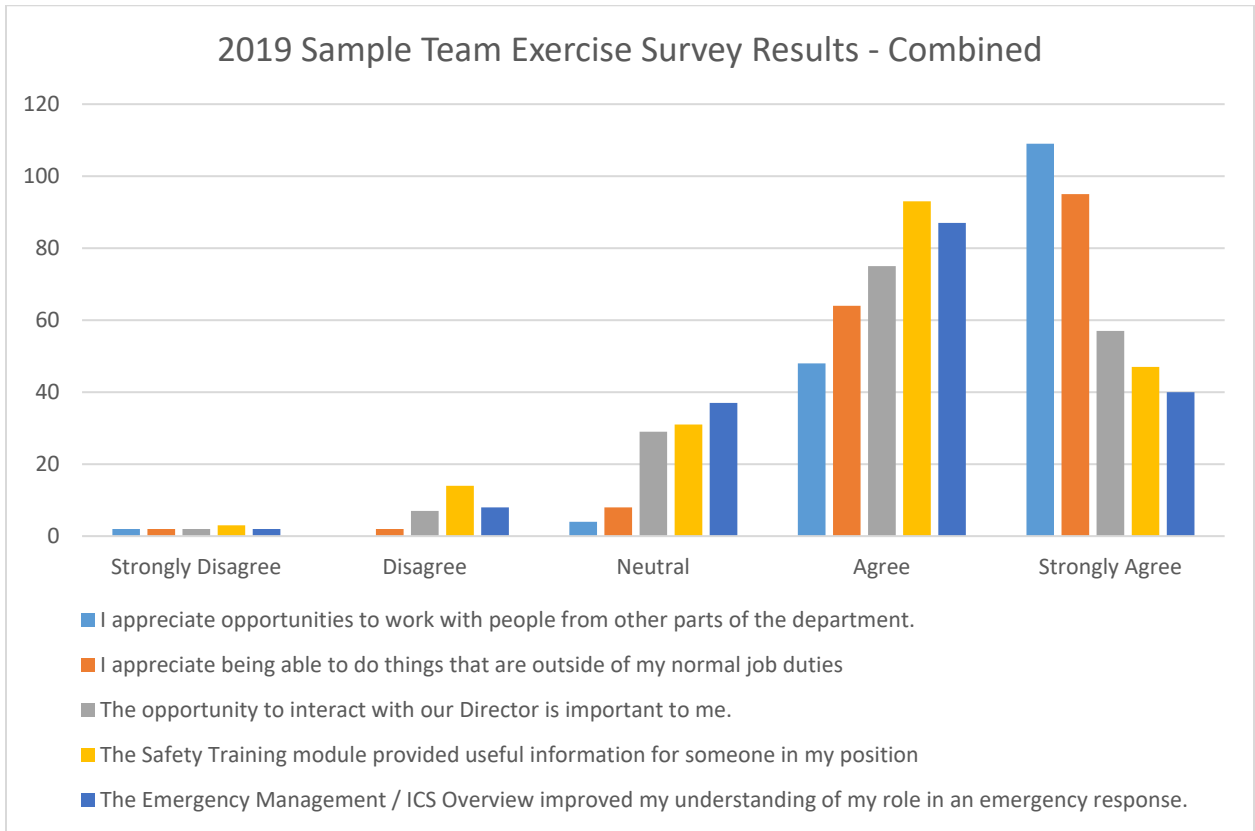
- Eight statewide sample team exercise sessions were held to facilitate interaction between MDARD Director McDowell, Chief Deputy Director McFarlane and Deputy Director Averill and sample team participants. Participants were a blend of division directors, regional supervisors, senior workers, office staff, and field staff from all MDARD divisions. Participants from various MDARD divisions, levels, and backgrounds were given the chance to work side by side with other regional MDARD staff to complete the assignments and strengthen relationships.
- The U.S. FDA Detroit District Office Emergency Response Coordinator, State Agency Liaison, and FDA Investigators were present at exercises to strengthen external partner relationships. Partners from the Michigan State Police – Emergency Management and Homeland Security Division, Michigan Department of Environment, Great Lakes, and Energy, Michigan Department of Natural Resources, Ingham County Health Department, and Wayne County Health Department also attended sessions.
-

Michigan Department of Agriculture and Rural Development
Rapid Response Team

After Action Report (AAR)

MDARD Sample Team Exercise 2019

- Based on 188 total participant evaluations these efforts led to a very well-received, successful exercise as detailed below:



*There were multiple surveys that identified 1 (strongly disagree), however there were positive comments on the survey.

- Incident Management Teams (IMTs) at each session were made up of staff from across MDARD divisions and partner agencies. Team members had varying levels of comfort levels and experience in ICS. The Planning Team and EM staff were intentional about coaching and mentoring IMT members, making sure they knew they were supported in their role and it was an opportunity for them to learn and try new things. For each session, a conference call was held to brief in the incoming IMT. In addition to the prep call, the IMTs were provided with preparatory materials and a pre-drafted Incident Action Plan. During the exercise, the IMT gave an operational briefing and participated in a Planning P discussion while field teams were deployed. Overall feedback from IMT participation was that the experience was valuable and it significantly increased comfort and confidence levels with ICS and responding to emergencies.
- All teams were able to complete assignments as expected. To ensure this exercise and associated time away from routine were an efficient and valuable use of time, all samples collected were analyzed and all recall audit checks were for feed products under recall. To the fullest extent possible, team leaders were selected for their expertise in the selected activity and the exercise was limited to allow them to explain and demonstrate the details of

Michigan Department of Agriculture and Rural Development
Rapid Response Team

After Action Report (AAR)

MDARD Sample Team Exercise 2019

the assignments and allow for practice by other team members. The planning team preassembled equipment kits for each team so time was best utilized on the day of each session.

- The operational briefings were a valuable part of each session that allowed a variety of people to experience facilitating or participating in this type of meeting. The briefings allowed field staff to observe and learn what to expect during an ICS response. The interaction between field teams and IMT was critical to the success of the exercise and will strengthen future responses.
- The use of ICS principles throughout the exercise also helped to ensure its success. Incident check-in sheets helped identify who was present and the ICS 204 helped organize assignments. Each session had “rolling” hotwashes – as field teams returned to the Incident Command Post after their deployment, they were debriefed in small groups and immediately demobilized. Lessons learned from each session led to improvements in the materials, additional handouts, additional slides to provide more detailed information, and enhanced plans to facilitate smoother mobilization and demobilization. Introducing or reinforcing ICS principles and continuous improvement will allow for easier transition to ICS during actual responses.

AREAS FOR IMPROVEMENT

Throughout the exercise, several opportunities for improvement were identified. The primary areas for improvement are as follows:

MDARD Sampling Team Capability

- Procedures for collecting, documenting, packaging, and securing samples are not consistent. For example:
 - Sample collection forms:
 - PPPM uses an electronic system with a unique identifier sticker.
 - FDD utilizes a hard copy AG-035 with a pre-printed unique D-number. If FDD uses a hard copy, the unique D-number must be captured from an AG-035, transferred to an electronic form, and the hard copy AG-035 must be destroyed. Carbon copies may be difficult to read or scan.
 - Other divisions used the AG-035 differently or not at all
 - Sample packaging:
 - Multiple techniques were observed to package and secure samples. Not all field staff wrap or bag samples the same way and not all use the blue sticker and/or sample tap. Some pack samples in the store and some pack sample in the car or office. Only a few inspectors took photos of the sample prior to packing the sample.
 - Procurement:
 - Some pay for samples and some do not.
 - Current procedures and rarity of procurement card issuance to field staff means most inspectors must pay for samples out-of-pocket.

Michigan Department of Agriculture and Rural Development
Rapid Response Team

After Action Report (AAR)

MDARD Sample Team Exercise 2019

- Communication with the Laboratory Division was consistent or effective in most instances but could be improved. The number of samples collected sometimes differed from the number of samples actually collected, and it was not always effectively communicated back to the program area responsible for follow-up action.
- Several documents were created for execution of this exercise; these should be added to the STE Planning Toolkit.

Exercise Planning/Execution

- Not all exercise instructional materials were clear and concise. This exercise had numerous associated emails, handouts, instructional materials, and resources disseminated based on the participant's role, so not everyone had the same documentation. Sometimes two packets were provided, causing confusion as to which the participants should be looking at. As needed, existing policies or standard operating procedures were provided. The look and feel of these were different than other documentation, which sometimes caused confusion. Initially, participants were not provided with an ICS overview or acronyms page, which also caused confusion in initial sessions.
- There were several cases of participants not understanding or following the instructions provided. For example, a team leader did not clear out car, a team leader didn't bring their laptop, a team member collected too many samples, a team collected the wrong size sample, an IMT member didn't realize their role for the day, and multiple participants improperly reported expense or time.
- Many FDD participants had received a similar safety and situational awareness training at the recent Food & Dairy Division Annual Training Conference.
- Finance and administration of the exercise had several areas for improvement. A budget was prepared for the exercise but not all parts of the budget were approved in writing; this was not noted by planners until a few sessions were completed. Several participants improperly reported time or expense. As most team members did not have a procurement card, they were expected to pay for samples out-of-pocket and request reimbursement, but some of the samples were quite expensive. Use of a single procurement card for Cyber Command was an issue, as multiple purchases caused the company to place a fraud hold on the card.
- With all of the moving pieces of this exercise, it was challenging to fully document each portion of the series. Having dedicated scribes and photographers at each session would allow a fuller picture the exercise series.

Michigan Department of Agriculture and Rural Development
Rapid Response Team

After Action Report (AAR)

MDARD Sample Team Exercise 2019

RECOMMENDATIONS

Based on debrief meetings, evaluations and experience, the planners recommend the following:

MDARD Sampling Team Capability Improvements:

- Improved coordination and communication across divisions, especially with Laboratory Division, from beginning to end of STE and throughout real-world operations
- Quality assurance in sampling
 - Reliability
 - Just-in-time training
 - Video demonstrations
- Updated Sample Team Exercise Toolkit

Exercise Planning/Execution Improvement:

- Seek to provide clearer instruction and documentation to all participants
- Add Finance and Administration Section to the STE Planning Committee
 - The STE Planning Committee should set criteria for approved travel reimbursements and plan for estimated costs (example – miles from workstation and what is covered, i.e. meals, mileage, lodging, etc).
 - All areas of the STE Budget should be approved in writing prior to start of the first session.
 - Working closely with the person in charge of exercise logistics, the Finance and Administration Section Chief for the exercise should draft and communicate specific instructions on reimbursement.

CONCLUSIONS AND NEXT STEPS

The MDARD Sample Team Exercise 2019 was designed to build capacity and consistency throughout the Department. This year was the first where sessions had unique scenarios, building on the capacity from previous exercises. During the exercise, MDARD demonstrated effective communication, planning, information sharing, and operations through the use of ICS. As in any exercise, there are lessons learned and recommendations.

Major Lessons Learned on Exercise Planning and Execution:

- Communication emails, instructions, and messages need to be correct, clear, and concise.

Michigan Department of Agriculture and Rural Development
Rapid Response Team

After Action Report (AAR)

MDARD Sample Team Exercise 2019

- Consistency is critical to the efficiency and success of exercises and responses, and ICS aids in achieving this consistency.
- All staff having received basic training in ICS 100, 200, 700, and 800 has greatly improved MDARD's capacity to respond to a variety of hazards and events.
- Planning, practice, and coaching prior to an exercise helps all levels of participants to be better prepared and more confident in their roles.

Major Recommendations:

- Review current policies and procedures impacting coordination and communication across all divisions, especially with the Laboratory Division, and test policies and procedures in a tabletop exercise.
- MDARD should create just-in-time training resources for sampling procedures and techniques, including presentation materials, demonstration videos, and sampling kit checklists.
- Review and update the Sampling Team Planning Toolkit and MDARD Emergency Plans Manual, to include documents created during the 2019 STE, such as the IMT Prep Packet and Demobilization Plan.

Michigan Department of Agriculture and Rural Development
Rapid Response Team

After Action Report (AAR)

MDARD Sample Team Exercise 2019

IMPROVEMENT PLAN

This improvement plan has been developed specifically for the Department as a result of MDARD Sample Team Exercise 2019. These recommendations draw from meetings, debriefings, post response experiences, AAR, surveys, and other documentation as appropriate.

These improvement items are current as of 11/1/2019 and have been transferred to the RRT improvement plan.

Area of Improvement	Improvement Action	Responsible Party	Targeted Completion Date	Status
1. Improved coordination and communication with Laboratory Division, from beginning to end of STE and throughout real-world operations	MDARD will hold a meeting to discuss improvements to laboratory communication and coordination	RRT	3/31/2020	In progress
2. Quality assurance in sampling <ul style="list-style-type: none"> a. Reliability b. Just-in-time training c. Video demonstrations 	The EM Seniors Working Group will develop training materials to achieve increased uniformity and consistency in sampling methods.	EM Seniors Working Group	6/30/2020	In progress
3. Updated Sample Team Exercise Toolkit and MDARD Emergency Plans Manual	The Sampling Team Exercise toolkit and MDARD Emergency Plans Manual will be updated with materials created during this STE series.	EM Training, Planning, and Exercise Coordinator	12/31/2019	In progress

Prepared By: Elizabeth Weier

Reviewed By: Brad Deacon

Michigan Department of Agriculture and Rural Development
Rapid Response Team

After Action Report (AAR)

MDARD Sample Team Exercise 2019

ATTACHMENT 1: EXERCISE ORGANIZATIONAL CHART

Incident Management Team Members by Session

	Kalamazoo	Traverse City	Warren	Bay City	Marquette	Atlanta	Lansing	Taylor
Incident Commander	Appleby	Horne	Huss	Carlson	Baer	Goodrich	Padden	V. Harris
Liaison Officer	Norman	LaCourt	Blackshear (FDA)	Tederington	Hill	Thompson	Jagmin, Joseph (FDA)	Cairns
PIO	Norman	Hausler	Ognjanovski	Philibeck	Hansen	Kryzanowski	Padden	Cairns
Safety Officer	Knorek	Horne	G. Harris	Brown	Baer	Bambenek	Appleby	Mott
Operations Section Staff	Cooley, Bonsky, Robinson	Rowell	Prellwitz, Bonsky	Gaspie, Walsh, Kern	Robinson	Minier, Koeltzow	Halfmann, Bonsky, Lyons	Horne, Henderson, Powell
Planning Section Staff	Jepsen	Luurtsema	Slater	Chickering, Hunt, Walsh	McCumber	Hunt	Collins, Hunt	Szynski, Brewer
Logistics Section Staff	Kay	Schaner	Weier	Weier, Lyons	Goodreau	Weier	Eyde, Weier, Mills, Szegedy	Walker, LeCompte, Weier
Finance Section Staff	Karliik, Weier	Karliik, Weier	Karliik	Karliik	Karliik	Karliik	McCarrick, Karliik	

Michigan Department of Agriculture and Rural Development
Rapid Response Team

After Action Report (AAR)

MDARD Sample Team Exercise 2019

Field Team Leaders by Session

	Kalamazoo	Traverse City	Warren	Bay City	Marquette	Atlanta	Lansing	Taylor
Food – Bulk Spice	n/a	Felsk, Masters, Treadway	Hayes, Morgan, Pandit	n/a	n/a	n/a	n/a	n/a
Food – Lusterdust	n/a	Klinger, Martin, Teegardin	Spencer, Steele, Trombley	n/a	n/a	n/a	n/a	n/a
Cyber Command	n/a		Bonsky, Weier	Kern, Weier	n/a	n/a	Matulis, Weier	n/a
Pesticide	n/a			Dickinson, Kusnier, McCubbin-Green, McDade, Porterfield, Robinson, Slater, Wolshlager	n/a	n/a	n/a	n/a
Feed – Pig Ears	n/a	n/a	n/a	n/a	n/a	n/a	Lally, Schafer, Andrich, Prellwitz, Giles-Austin	Jama, Kuchta
Food – Fish Speciation	n/a	n/a	n/a	n/a	n/a	n/a	Garrett, Lozmack-Mollberg, Russell, Sokol, Keltner, Wagner, Weaver	Duncan, Harris, Hull, Huss
Recall Audit Check	n/a	n/a	n/a	n/a	n/a	n/a		
Skimmer							Chamberlain, Teitsma	Biroscak, McGuire

Michigan Department of Agriculture and Rural Development
Rapid Response Team

After Action Report (AAR)

MDARD Sample Team Exercise 2019

ATTACHMENT 2: EXERCISE ROSTER

Exercise Participants: 300 Unique Participants, some at multiple sessions

Last Name	First Name	Role(s)	Session(s)	Division
Andrews	Zach	Field Team	Lansing	Lab
Andrich	Cherie	Field Team	Bay City	PPPM
Andrich	Carrie	Field Team Leader	Lansing	PPPM
Appleby	Josh	Incident Commander, Safety Officer	Kalamazoo, Lansing	ESD
Averill	James	Agency Administrator	Kalamazoo, Warren, Taylor	Exec
Baer	Susi	Field Team, Incident Commander	Traverse City, Marquette	
Bagley	Susan	Field Member	Kalamazoo	PPPM
Bahling	Jim	Field Team Leader	Atlanta	AID
Ballard	Alexander	Field Team	Traverse City	
Bambenek	Kevin	Safety Officer	Atlanta	Exec
Bardenhagen	Ginger	Field Team	Traverse City	ESD
Barnard	Hannah	Field Team	Lansing	AID
Barnes	James	Field Team	Taylor	Lab
Bausick	Robert	Field Team	Lansing	ESD
Beeler	Rick	Field Team	Taylor	Lab
Bellamy	Anna	Field Team	Taylor	FDD
Benson	Brent	Field Team	Warren	FDD
Biroscak	Robert	Field Team Leader	Taylor	Lab
Blackshear	Katie	Liaison Officer	Warren	FDA
Blanchard	Rodney	Field Team	Lansing	FDD
Bliss	David	Field Team	Lansing	PPPM
Bock	John	Field Member	Kalamazoo	PPPM
Bomer	Diane	Field Team	Marquette	PPPM
Bonsky	Jen	IMT Advisor, Operations Section	Kalamazoo, Lansing, Warren	FDD
Booth	Mike	Field Team	Atlanta	FDD
Brestovansky	Theresa	Field Team Member	Taylor	Wayne LHD
Brewer	Heather	Deputy Planning Section Chief	Taylor	FDD
Brown	Tonya	Field Team	Traverse City	Lab
Brown	Tony	Safety Officer	Bay City	Exec
Burkman	Caitlin	Field Team	Taylor	PPPM
Burlew	Shelby	Field Team	Lansing	ESD
Busby	Dan	Field Team	Traverse City	ESD
Cairns	Nicole	Liaison Officer / PIO	Taylor	PPPM
Carlson	Steven	Incident Commander	Bay City	PPPM

Michigan Department of Agriculture and Rural Development
Rapid Response Team

After Action Report (AAR)

MDARD Sample Team Exercise 2019

Carr	Ellen	Field Member	Kalamazoo	FDD
Chamberlain	Chris	Field Team Leader	Lansing	Lab
Chaudhry	Nadir	Presenter	Kalamazoo	EGLE
Chickering	Vicki	Planning Section Chief	Bay City	AID
Cogar	Brian	Field Member	Kalamazoo	FDD
Cole	Perry	Field Team Leader	Atlanta	AID
Collins	Cherie	Planning Section Chief	Lansing	AID
Costa	Marisa	Field Team	Bay City	FDD
Courey	Marianne	Cyber Command Leader	Warren	FDD
Crivellone	Lauren	Field Member	Kalamazoo	FDA
Crotty	Robert	Field Team	Taylor	Lab
Crowley	Dave	Field Team	Bay City	Lab
Cummings	Danielle	Field Team	Warren	FDD
Czarnecki	Stephen	Cyber Command	Bay City	FDD
Daniels	Marc	Field Team	Lansing	Ingham LHD
Dankert	Paula	Field Team	Traverse City	FDD
De Chene	Jason	Field Team	Warren	Lab
Deacon	Brad	Agency Administrator	All	Exec
DeWaters	David	Field Team Leader	Traverse City	FDD
Dickinson	Dan	Field Team Leader	Bay City	FDD
Dickinson	Daniel	Field Team	Atlanta	AID
Diddams	John	Field Team	Bay City	PPPM
Dixon	Anthony	Field Member	Kalamazoo	FDD
Duncan	Heather	Field Team Leader	Taylor	FDD
Dunleavy	Sean	Observer	Bay City	FDD
Eldred	Keith	Field Team	Atlanta	PPPM
Endert-Klaasen	Cari	Field Member	Kalamazoo	FDD
Esch	Kristin	Field Team	Taylor	FDD
Ewing	Shawn	Presenter	Kalamazoo	MSP-EMHSD
Eyde	Jennifer	Logistics Section Chief	Lansing	ESD
Fabus	Hillary	Finance / Administration	Taylor	Exec
Fadanelli	Matthew	Field Team	Lansing	PPPM
Fata-Rue	Carrie	Field Team	Lansing	FDD
Felice	Joseph	Field Team	Lansing	Lab
Felsk	Joshua	Field Team Leader	Traverse City	FDD
Frederick	Danica	Observer	Kalamazoo	MSP-EMHSD
Freeland	Stefanie	Field Team	Lansing	ESD
Galbraith	Ben	Field Team	Atlanta	FDD
Gallagher	Shane	Field Member	Kalamazoo	FDD

Michigan Department of Agriculture and Rural Development
Rapid Response Team

After Action Report (AAR)

MDARD Sample Team Exercise 2019

Galsterer	Jeffrey	Field Team	Traverse City	AID
Galvan	Steve	Field Team	Warren	Lab
Garrett	Kassie	Field Team Leader	Lansing	FDD
Garvin	Amanda	Field Team	Taylor	FDD
Gavin	Renee	Presenter	All	
Giles-Austin	Lindsey	Field Team Leader	Lansing	FDD
Glaspie	Stevie	Operations Section Chief	Bay City	PPPM
Goodreau	Sherri	Logistics Section Chief	Marquette	AgD
Goodrich	Jarold	Incident Commander	Atlanta	AID
Gough	Dan	Observer	Warren	EGLE
Govus	Ray	Observer	Taylor	EGLE
Green	Shane	Field Team	Lansing	FDD
Grime	Zachary	Field Team	Marquette	PPPM
Gruner	Jodi	Field Member	Kalamazoo	AgD
Guardiola	Jamie	Field Team	Bay City	Exec
Guth	Rachael	Field Team	Marquette	ESD
Hainstock	Lisa	Field Team Leader	Taylor	FDD
Halfmann	Kevin	Operations Section Chief	Lansing	FDD
Hall	David	Field Team	Lansing	PPPM
Hansen	Mike	PIO	Marquette	PPPM
Hardies	Adam	Field Team Leader	Atlanta	AID
Harris	Greg	Safety Officer	Warren	AID
Harris	Venus	Incident Commander	Taylor	FDD
Harris	Nancy	Field Team Leader	Taylor	FDD
Hartman	Samantha	Field Team	Lansing	Lab
Hartman	Ryanne	Field Team	Lansing	Lab
Hausler	Jeanne	PIO, Asst. PIO	Kalamazoo, Traverse City	Exec
Hayes	Jaime	Field Team Leader	Warren	FDD
Hayes	Alexander	Field Team	Atlanta	PPPM
Heintzelman	Amy	Cyber Command	Lansing	FDD
Henderson	Justin	IMT Advisor, Operations	Traverse City, Taylor	MDHHS
Hertrich	Nikolas	Observer	Warren	EGLE
Hetherington	Michael	Field Team	Lansing	ESD
Hidalgo	Daniel	Field Team	Taylor	FDD
Hill	John	Liaison Officer	Marquette	PPPM
Hodge	Tajalli	Field Team	Taylor	FDD
Hollingsworth	Emily	Field Member	Kalamazoo	FDD
Horne	Karla	Incident Commander	Traverse City	FDD
Horne	Natasha	Operations Section Chief	Taylor	FDD
Houghton	Justin	Field Team	Lansing	Lab
Howell	Beth	Field Member	Kalamazoo	FDD

Michigan Department of Agriculture and Rural Development
Rapid Response Team

After Action Report (AAR)

MDARD Sample Team Exercise 2019

Hull	Bill	Field Team	Taylor	FDD
Hunt	April	IMT Advisor; Planning	Warren, Atlanta, Bay City, Lansing	FDD
Hurks	DeLaun	Field Team	Warren	FDD
Huss	Jereme	Incident Commander, Field Team Leader	Warren, Taylor	FDD
Hussey	Stephen	Field Team	Lansing	AID
Iott	Susannah	Field Team	Lansing	PPPM
Jagmin	Janelle	Liaison Officer	Lansing	AgD
Jama	Ahmed	Field Team Leader	Taylor	PPPM
Jepsen	Thomas	Planning Section Chief	Kalamazoo	PPPM
Johnston	Deanna	Observer	Lansing	MSP
Joseph	Lisa	Assistant Liaison Officer	Lansing	FDA
Kark	Nathan	Observer	Kalamazoo	Exec
Karlik	Cinda	Finance Section Chief	Bay City	Exec
Kausch	Laura	Field Team	Bay City	AID
Kay	Scott	Logistics Section Chief	Kalamazoo	FDD
Keen	Katie	Field Team	Traverse City	FDD
Keinitz	Staci	Field Team	Lansing	ESD
Kellam	Tim	Field Member	Kalamazoo	PPPM
Keltner	Tracy	Field Team Leder	Lansing	FDD
Kennedy	Amy	Cyber Command	Warren	PPPM
Kern	Kevin	Deputy Operations Section Chief	Bay City	PPPM
Kestner	Rick	Field Team	Bay City	PPPM
King	Scott	Cyber Command	Lansing	PPPM
Kirvan	Carol	Field Team	Lansing	PPPM
Klinge	Janine	Field Member	Kalamazoo	Lab
Klinger	Lorry	Field Team Leader	Traverse City	FDD
Knorek	Jack	Safety Officer	Kalamazoo	ESD
Koeltzow	Barb	Deputy Operations Section Chief	Atlanta	FDD
Kohlhoff	Carl	Field Member	Kalamazoo	FDD
Korson	Jay	Field Member	Kalamazoo	FDD
Kowalski	Daniel	Field Member	Kalamazoo	ESD
Kreiger	Brent	Field Member	Kalamazoo	FDD
Krystniak	Jay	Field Team	Atlanta	FDD
Krzyzanowski	Becky	PIO	Atlanta	FDD
Kuchta	Stan	Field Team Leader	Taylor	PPPM
Kusnier	Michelle	Field Team Leader	Bay City	FDD
LaCourt	Donna	Liaison Officer	Traverse City	AgD
Lally	Mike	Field Team Leader	Lansing	FDD
Langlois	Anthony	Cyber Command	Bay City	PPPM
Lauterwasser	Kevin	Field Team	Atlanta	AID

Michigan Department of Agriculture and Rural Development
Rapid Response Team

After Action Report (AAR)

MDARD Sample Team Exercise 2019

LeCompte	Chris	Deputy Logistics Section Chief	Taylor	PPPM
Lee	Shawn	Field Team	Traverse City	FDD
Lee	Lauren	Field Team	Warren	Lab
Livermore	Jorda	Field Team	Taylor	PPPM
Lobdell	Evan	Field Member	Kalamazoo	FDD
Lombard	Violet	Field Member	Kalamazoo	FDD
Losee	Robert	Field Team	Lansing	Ingham LHD
Lovett	Cameron	Cyber Command	Bay City	FDD
Lozmack	Steven	Field Team	Lansing	PPPM
Lozmack Mollberg	Jill	Field Team Leader	Lansing	FDD
Luurtsema	Michael	Planning Section Chief	Traverse City	PPPM
Lyons	Tim	Deputy Logistics Section Chief, Feed Branch Director	Bay City, Lansing	PPPM
MacPhee	Joseph	Field Team	Marquette	PPPM
Mahoney	Stephen	Field Team	Lansing	ESD
Martin	Kim	Field Team Leader	Traverse City	FDD
Martin	Cathy	Field Team	Atlanta	FDD
Masters	Zach	Field Team Leader	Traverse City	FDD
Matulis	Amber	Cyber Command Leader	Lansing	FDD
McCarrick	Carla	Finance Section Chief	Lansing	Exec
McCarty	Kyle	Field Team	Lansing	ESD
McCubbin-Green	Andria	Field Team Leader	Bay City	PPPM
McCumber	Eric	Planning Section Chief	Marquette	PPPM
McDade	Tracy	Field Team Leader	Bay City	FDD
McDowell	Gary	Agency Administrator	Kalamazoo, Traverse City, Bay City, Marquette, Atlanta, Lansing, Taylor	Exec
McFarlane	Ken	Agency Administrator	Kalamazoo, Traverse City, Bay City, Atlanta, Lansing	Exec
McGuire	Sean	Field Team Leader	Taylor	Lab
McKillop	Polly	Field Team	Warren	AID
McVeigh	Paul	Field Team Leader	Lansing	FDD
Meekhof	Nick	Field Team	Bay City	PPPM
Melia	Julie	Field Member	Kalamazoo	FDD
Merrill	Deb	IMT Advisor	Atlanta	Retired
Michalski	Greg	Field Member	Kalamazoo	Lab
Mills	Torri	Field Team	Atlanta	Exec
Mills	Torri	Logistics Section	Lansing	Exec
Minier	Dave	Operations Section Chief	Atlanta	AID
Morgan	Michelle	Field Team Leader	Warren	FDD

Michigan Department of Agriculture and Rural Development
Rapid Response Team

After Action Report (AAR)

MDARD Sample Team Exercise 2019

Mott	Molly	Safety Officer	Taylor	PPPM
Mrozinski	Samantha	Field Member	Kalamazoo	FDD
Naggar	Diane	Field Team	Warren	Lab
Neils	Amber	Field Team	Atlanta	PPPM
Nelson	Ken	Videographer	Kalamazoo, Taylor	Exec
Nelson	Maureen	Observer	Lansing	EGLE
Newman	Nathan	Field Team	Atlanta	AID
Nobach	Tonya	Observer	Kalamazoo	MSP-EMHSD
Norman	Brittanie	Liaison Officer / PIO	Kalamazoo	FDD
Ognjanovski	Lou	PIO	Warren	FDD
Oliver	Bruce	Field Team Leader	Atlanta	AID
Oswald	James	Field Member	Kalamazoo	Lab
Padden	Jim	Incident Commander	Lansing	FDD
Painter	Kristina	Field Team	Atlanta	FDD
Pandit	Vijaya	Field Team Leader	Warren	FDD
Parks	Crystal	Field Team	Taylor	FDD
Pasutti	Dave	Field Member	Kalamazoo	PPPM
Patrick	Lindsay	Field Team	Taylor	PPPM
Pawlowicz	Jim	Field Team	Traverse City	ESD
Pearson	David	Field Team	Taylor	Wayne LHD
Pemberton	Ashley	Field Member	Kalamazoo	FDD
Pennoni	Holly	Observer	Bay City	EGLE
Perrone	Dominic	Field Team	Lansing	AgD
Philibeck	Terry	PIO, Field Team	Bay City, Marquette	FDD
Porterfield	Katy	Field Team Leader	Bay City	FDD
Potter	Dalton	Field Team	Warren	Lab
Powell	Wendy	Feed Branch Director	Taylor	PPPM
Prellwitz	Diane	Operations Section Chief, Field Team Leader	Warren, Lansing	FDD
Quaine	Erin	Field Team	Atlanta	FDD
Rawlings	Kristin	Field Team	Bay City	FDD
Raymond	Andy	Field Team	Lansing	ESD
Redmond	Jim	Field Team Leader	Atlanta	AID
Reed	Mitch	Field Team	Lansing	ESD
Regan	Brian	Field Team	Bay City	Lab
Reichert	Beth	Field Team	Bay City	Exec
Rice	John	Field Team	Taylor	FDD
Robb	Daniel	Field Team	Atlanta	AID
Robinson	Gordon	Operations	Kalamazoo	FDD
Robinson	Tom	Field Team Leader	Bay City	PPPM
Robinson	Bob	Operations Section Chief	Marquette	AID

Michigan Department of Agriculture and Rural Development
Rapid Response Team

After Action Report (AAR)

MDARD Sample Team Exercise 2019

Roman	Christine	Field Team	Bay City	ESD
Rowell	Abbie	Operations Section Chief, Field Team Leader	Traverse City, Lansing	FDD
Rowell	Abbie	Field Team Leader	Lansing	FDD
Russell	Kathleen	Field Team Leader	Lansing	FDD
Ryan	Janyce	Field Member	Kalamazoo	PPPM
Saletta	Elizabeth	Field Team	Bay City	AID
Satchell	Erin	Field Team	Marquette	ESD
Savona	Chris	Cyber Command	Lansing	ESD
Schafer	Chris	Field Team Leader	Lansing	PPPM
Schalow	Michele	Field Team	Lansing	AID
Schaner	Jeff	Logistics Section Chief	Traverse City	AID
Schneider	Rick	Field Team	Taylor	Exec
Schwarck	Tom	Field Team	Bay City	AID
Slater	Steve	Planning Section Chief	Warren	FDD
Slawinski	Tim	Observer	Kalamazoo	FDD
Smith	Joseph	Field Team	Kalamazoo	FDD
Sokol	Katrina	Food Team Leader	Lansing	FDD
Sokol	Richard	Cyber Command	Lansing	FDD
Spencer	Tianna	Field Team Leader	Warren	FDD
Starkweather	Ryan	Field Team	Kalamazoo	AID
Steele	Nevada	Field Team Leader	Warren	FDD
Steining	Rachel	Field Team	Kalamazoo	FDD
Stenske	Mark	Field Team	Bay City	Lab
Stoliecki	Michael	Field Team	Lansing	PPPM
Studders	Denise	Field Team	Bay City	AgD
Swank	Beth	Field Team	Traverse City	FDD
Switzer	John	Field Team	Lansing	ESD
Sylvester	William	Field Team	Traverse City	Lab
Szegedy	Hannah	Logistics Section	Lansing	FDD
Szynski	Mike	Planning Section Chief	Taylor	PPPM
Talicska	Diane	Field Team	Atlanta	AID
Taylor	Gunilla	Field Team	Lansing	FDD
Tederington	Tom	Liaison Officer	Bay City	FDD
Teegardin	Susan	Field Team Leader	Traverse City	FDD
Teitsma	Tom	Field Team Leader	Lansing	Lab
Terry	Megan	Field Team	Warren	AID
Thompson	Joni	Liaison Officer	Atlanta	FDD
Timmer	Lynn	Field Team	Marquette	PPPM
Treadway	Tim	Field Team Leader	Traverse City	FDD
Trentadue	Heather	Field Team	Lansing	PPPM
Trombley	Susan	Field Team Leader	Warren	FDD

Michigan Department of Agriculture and Rural Development
Rapid Response Team

After Action Report (AAR)

MDARD Sample Team Exercise 2019

Vail	Amy	Field Team	Atlanta	EGLE
Vansant	Joel	Cyber Command	Warren	FDD
Vela	Zeke	Cyber Command	Warren	FDD
Verhougstraete	Brandon	Field Team	Kalamazoo	FDD
Vilders	Willem	Field Team	Bay City	Lab
Voorheis	Dana	Field Team	Bay City	PPPM
Wagner	Casey	Field Team Leader	Lansing	FDD
Wagstaff	Steven	Field Team	Traverse City	ESD
Walker	Jeff	Field Team	Bay City	AID
Walker	Sam	Logistics Section Chief	Taylor	PPPM
Walsh	Lauren	Field Team, Deputy Operations Section Chief	Kalamazoo, Bay City	PPPM
Weaver	Pam	Field Team Leader	Lansing	FDD
Webster	Bryan	Field Team	Kalamazoo	PPPM
Weier	Elizabeth	Multiple	All	Exec
Wendling	April	Field Team	Taylor	Wayne LHD
White	Jalen	Cyber Command	Bay City	Lab
Wilkinson	Kelli	Observer	Warren	FDA
Williams	Dalena	Cyber Command	Warren	FDD
Witgen	Rob	Field Team	Bay City	PPPM
Wolf	Jen	Observer	Lansing	MDNR
Wolschlager	Brent	Field Team	Bay City	PPPM
Wood	Torey	Cyber Command	Lansing	FDD
Woodworth	Jeffrey	Field Team	Taylor	PPPM
Wozniak	Michael	Field Team	Kalamazoo	ESD
Yelton	Lori	Field Team	Kalamazoo	FDD
Yocum	Julie	Field Team	Kalamazoo	PPPM
Young	Lauren	Field Team	Warren	PPPM
Young	Tom	Cyber Command	Bay City	PPPM
Zupin	Mike	Field Team	Kalamazoo	PPPM

Michigan Department of Agriculture and Rural Development
Rapid Response Team

After Action Report (AAR)

MDARD Sample Team Exercise 2019

ATTACHMENT 3: ACRONYMS

AAR	After Action Report
AID	Animal Industry Division
EGLE	Michigan Department of Environment, Great Lakes, and Energy
ESD	Environmental Stewardship Division
Exec	Executive Office
FDA	U.S. Food and Drug Administration
FDD	Food and Dairy Division
FMD	Foot-and-mouth disease
ICS	Incident Command System
IMT	Incident Management Team
IPX	Ingestion Pathway Exercise
Lab	Laboratory Division
MDARD	Michigan Department of Agriculture and Rural Development
MDHHS	Michigan Department of Health and Human Services
MDNR	Michigan Department of Natural Resources
MSP-EMHSD	Michigan State Police – Emergency Management and Homeland Security Division
PIO	Public Information Officer
PPE	Personal Protective Equipment
PPPM	Pesticide and Plant Pest Management Division
REP	Radiological Emergency Preparedness
RRT	Rapid Response Team
STE	Sample Team Exercise

Michigan Department of Agriculture and Rural Development
Rapid Response Team

After Action Report (AAR)

MDARD Sample Team Exercise 2019

ATTACHMENT 4: TESTIMONIALS

“The older I get, the fewer people I know, so this is a great thing. In fact, it's one of the greatest things in the history of great things, and I know great things, I've seen them. Many people have told me it's a beautifully great, great thing, and these are smart people. People love it!”

“It is always good to cross-train. To have a basic understanding of what other employees do around me has always been helpful to me, and I think it makes us better at our jobs.”

“Getting folks together from all MDARD Divisions is an excellent way to build relationships in a controlled setting so that when the time comes teams are more cohesive during emergency situations.”

“The more we interact and learn what others are doing within our department, the more improved we become with providing good customer service effectively. It provides opportunities for networking and cross-training.”

“Exercises like this reinforce the idea that we are part of something greater than our small portion of the food safety system.”

“I really like getting chances to learn other aspects of jobs that are related to my field of work, but not necessarily things that I get a chance to work on. It helps in understanding how we are all working together towards a common goal and just to learn what things are! I didn't know what a "hot wash" was before the sampling training. Learning what things are is great in creating an idea of what other divisions do.”

“I think these are important exercises so that the department is better prepared for emergency situations. Getting people outside their normal duties helps staff understand the process and provides potential back-ups and staff that have some experience / understanding to assist if needed.”