



The SART Evolution

FL SART Strategic Plan, 2020 -2023

*How can FL SART and its partners
build commitment, redefine the
structure, roles, and responsibilities
for the multi-agency coordination
group?*

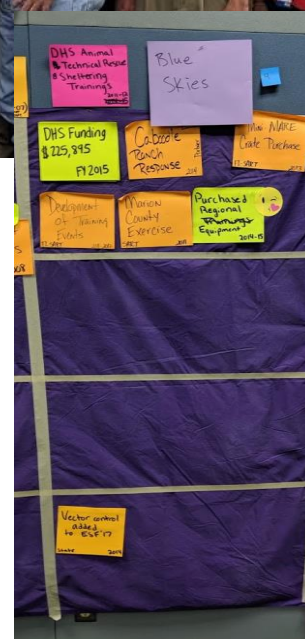
SART Mission: SART is a multiagency coordination (MAC) group consisting of governmental and private entities dedicated to strengthening all hazard disaster capabilities through partnerships. Florida SART will support an effective and coordinated incident response for the animal and agricultural sectors in the state of Florida.



FL SART Historical Scan

Workshop July 11, 2019

Host:
FDACS/Division of
Plant Industry



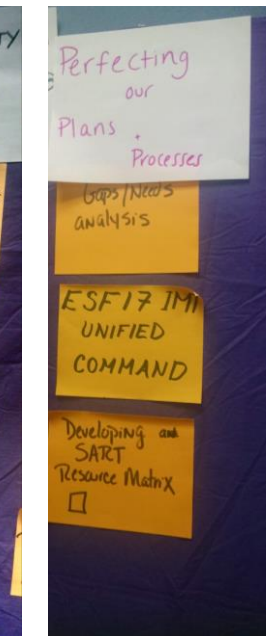
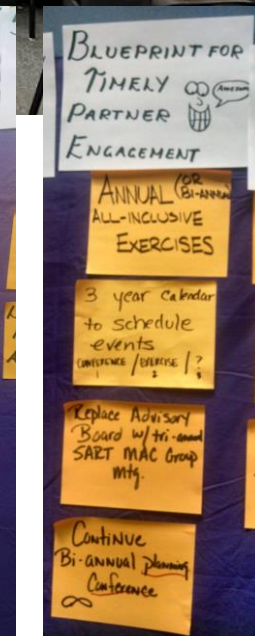
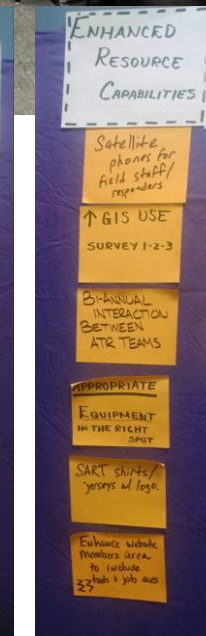
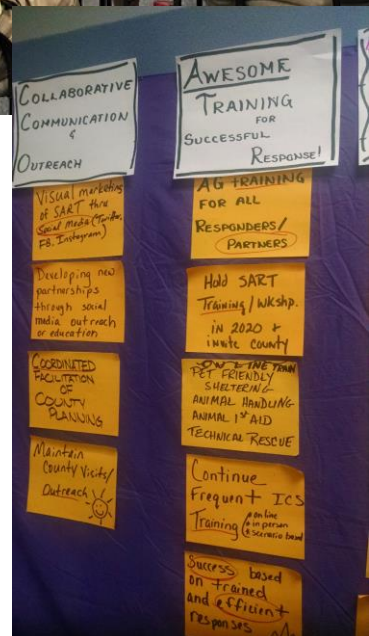
THE SART EVOLUTION						
VOLUME 1	PROLOGUE	CHAPTER 2: WHAT THE SART?	CHAPTER 3: SART GROWS UP	CHAPTER 4: BLUE SKIES	CHAPTER 5: PHONE A FRIEND	VOLUME 2: THE NEXT GENERATION
(H) Highs (L) Lows Green = Financial Yellow = Emergency Management Pink = All Other Significant Events	Pre-2003	03-04	05-10	11-15	16-19	20-23
SART	- No Funding/limited resources	- Creation of SART 2004 (H)	- ICP Trailers, 8-man personal trailer 05-06	- Marion County Exercise (2011)	- New World Screwworm (16-17)	- Keep SART Boss - Lei Lei in Position
		- SART Trailers 2004	- EMAC Trip to MS for Katrina (2005)	- Development of Training Events (11-12)	- Coordinating the Delivery of Hay for Farmers (2018)	- End of DHS Funding (2020) (L)
		- Hurricane Frances, Ivan, Jeanne, Charley Deployments	- Equine Herpes Outbreak, South FL Wellington (06-07)	- Mini-MARE Crate Purchases (2013)	- Hurricane Mathew Deployment (2016)	- More State funding
		- CDC Funding	- MARE Units (09-10)	- Caboodle Ranch Response (2014)	- Hurricane Hermine Activation (2016)	- Budget Considerations
		* \$10,650 FY2003	- Pets Act (2006) (H)	- DHS Funding	- Hurricane Irma and Nate Deployments (2017)	- Foreign Animal Disease Workshop
		* \$17,492 FY2004	- Large Animal Rescue Equip (2009)	* \$240,004 FY2011	- Hurricane Michael Deployment (2018)	- ICS Training
		- DHS Funding	- Loss of Positions (2008) (L)	* \$214,249 FY2012	- Fight for Funding, No Funding Awarded (2018)	- Continued Website Support
		* \$482,465 FY2004	- Hurricane Dennis, Rita, Wilma, Ike, and Katrina Deployments (2005)	* \$248,008 FY2013	- Federal to State Funding (2018) (L)	- Response Teams Created
		* \$47,075 FY2004	- DHS Funding	* \$223,904 FY2014	- DHS Funding	
		- ODP Funding FY2004	* \$345,687 FY2005	* \$225,895 FY2015	* \$263,245 FY2016	
			* \$225,750 FY2006	- Purchased Regional Equipment (14/15) (H)	* \$221,900 FY2017	
			* \$194,000 FY2007	- DHS Animal Technical Rescue Sheltering Trainings (11-12)	* \$173,649 FY2018	
			* \$394,400 FY2008		- Lei Lei Joined SART/SART Boss, Hiring Katlyn (17-18) (H)	
			* \$410,705 FY2009		- Online Training Modules Update (2018)	
			* \$230,795 FY2010		- Website Update (2018)	
			- SART Website (2005) (H)		- SART Planning Conference (2019)	
					- Online Pet-Friendly Shelter Training (2019 -)	
					- Mental Health First Aid Trainings (2019)	
					- Pet Friendly Sheltering (2019) (H)	
SART Partners			- Pets Act (2005)	- Caboodle Ranch Response (2014)	- Foaming Exercise (2017)	- Training for SART Partners (ICS, Communications, etc. 2020 -)
					- Hurrex Participation (2019)	- Transition Plan for Funding, Staff, and Partners
					- Mental Health First Aid Training (2018)	- MOUs Between Partners
						- Increase Partner Participation
County		- Biennial Planning Conference (2004 -)	- Annual County Meetings (08-09)		- New World Screwworm (16-17)	- Widespread Adoption of Pet-Friendly Sheltering in the Counties
					- Annual County Meetings (2019)	- Increase Stakeholder Participation
	CHAPTER 1: SART HAPPENS					
State	- Hurricane Andrew Aug. 1992	- ICS Training for SART and ESF 17 Responders (2004 -) (H)	- Hurricane Dennis July 2005	- Vector Control Added to ESF 17 (2014)	- Zika (2016)	- New Position for Training and Exercise Program for ESF 17/SART (2020 -)
	- Hurricane Erin Aug. 1995	- Hurricane Charley Aug. 2004	- Hurricane Katrina Aug. 2005		- Hurricane Matthew Sept. 2016	- New Equipment for Readiness! (2020-)
	- Hurricane Opal Oct. 1995	- Hurricane Ivan Sept. 2004	- Hurricane Wilma Oct. 2005		- Hurricane Irma Sept. 2017	
	- Hurricane Earl Sept. 1998	- Hurricane Frances Sept. 2004	- Hurricane Rita 2005		- Hurricane Nate Oct. 2017	
	- Hurricane Georges Sept. 1998	- Hurricane Jeanne Sept. 2004	- Hurricane Ike 2005		- Hurricane Michael Nov. 2018	
	- Hurricane Floyd Sept. 1999				- New World Screwworm (16-17)	
	- Hurricane Irene Oct. 1999				- Food Safety Added to ESF 17 (2018)	
					- Annual State Funding for SART	
					- State SART Funding (2018)	
					- K9 Handler Training (2017)	
					- Statutory Authority for SART Chpt 252, F.S. (2018-)	
					- IMT Trainings (2019)	



FL SART Practical Vision

Workshop August 15, 2019

Host:
FDACS/Division of
Plant Industry



SART Practical Vision, What do we want to see in place in 3 years as a result of our actions?

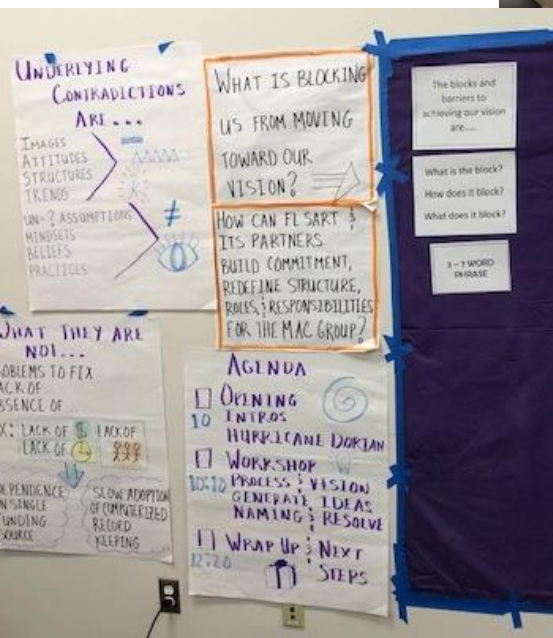
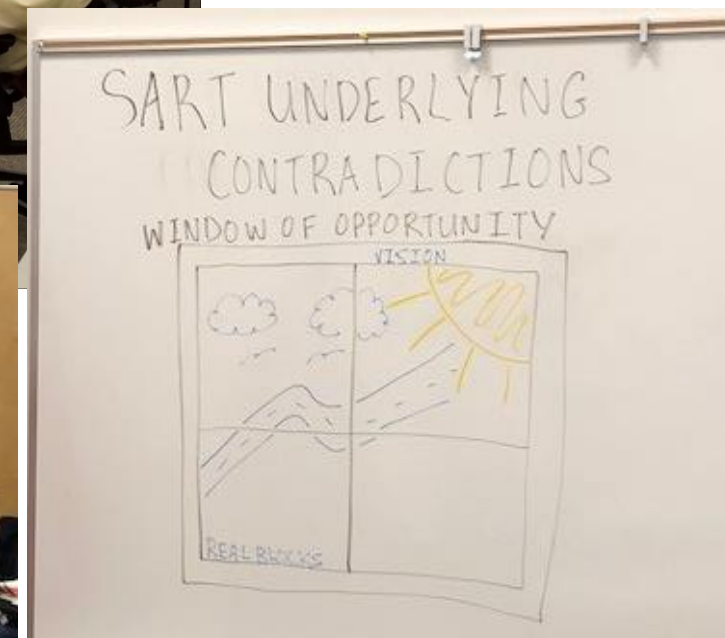
Building and Strengthening Dynamic and Inclusive Partnerships	Awesome Training for Successful Response	Enhanced Resource Capabilities	Collaborative Communication and Outreach	Blueprint for Timely Partner Engagement	Sustainability in Leadership and Funds	Perfecting Our Plans and Processes
Cursory Knowledge Of What Other Partners Can Bring To The Table	AG Training for All Responders/Partners	Satellite Phones for Field Staff/Responders	Visual Marketing of SART thru Social Media (Twitter,FB, Instagram)	Annual or Bi-Annual All-Inclusive Exercises	Aim For Sustainability (What if we lose funding?)	Gaps/Needs Analysis
Partner Highlights @ Monthly Meetings	Hold SART Training/Workshop in 2020 and Invite Counties	GIS Use (Survey 1-2-3)	Developing New Partnerships through Social Media Outreach or Education	3 Year Calendar to Schedule Events	Keep Lei-Lei As Our SART Boss	ESF 17 IMT Unified Command
Rep All ESF17 Sectors at Monthly Steering	Pet Friendly Sheltering, Animal First Aid, and Technical Rescue Online Trainings	Bi-Annual Interaction Between ATR Teams	Coordinated Facilitation of County Planning	Replace Advisory Board with Tri-Annual SART MAC Group Meeting	Long Term Funding Appropriation	Developing SART Resource Matrix
Continued Communication with Partners (SART Sentinel)	Continue Frequent ICS Training (Online, In-Person, and Scenario Based)	Appropriate Equipment In The Right Location	Maintain County Visits/Outreach	Continue Bi-Annual Planning Conference		
SART Member at Annual Regional Meetings	Success Based on Trained and Efficient Responses	SART Shirts/ Jerseys with Logo				
Formalize Partner Expectations in the Organizational Declaration	Cross Training of SART Partners	Enhance Website Members Area to Include Tools and Job Aides				
New SART Partnerships *Bee Keepers *Pet Care Company						
Maintaining Partnerships *Trainings *Network Opportunities						



FL SART Underlying Contradictions

Workshop September 12, 2019

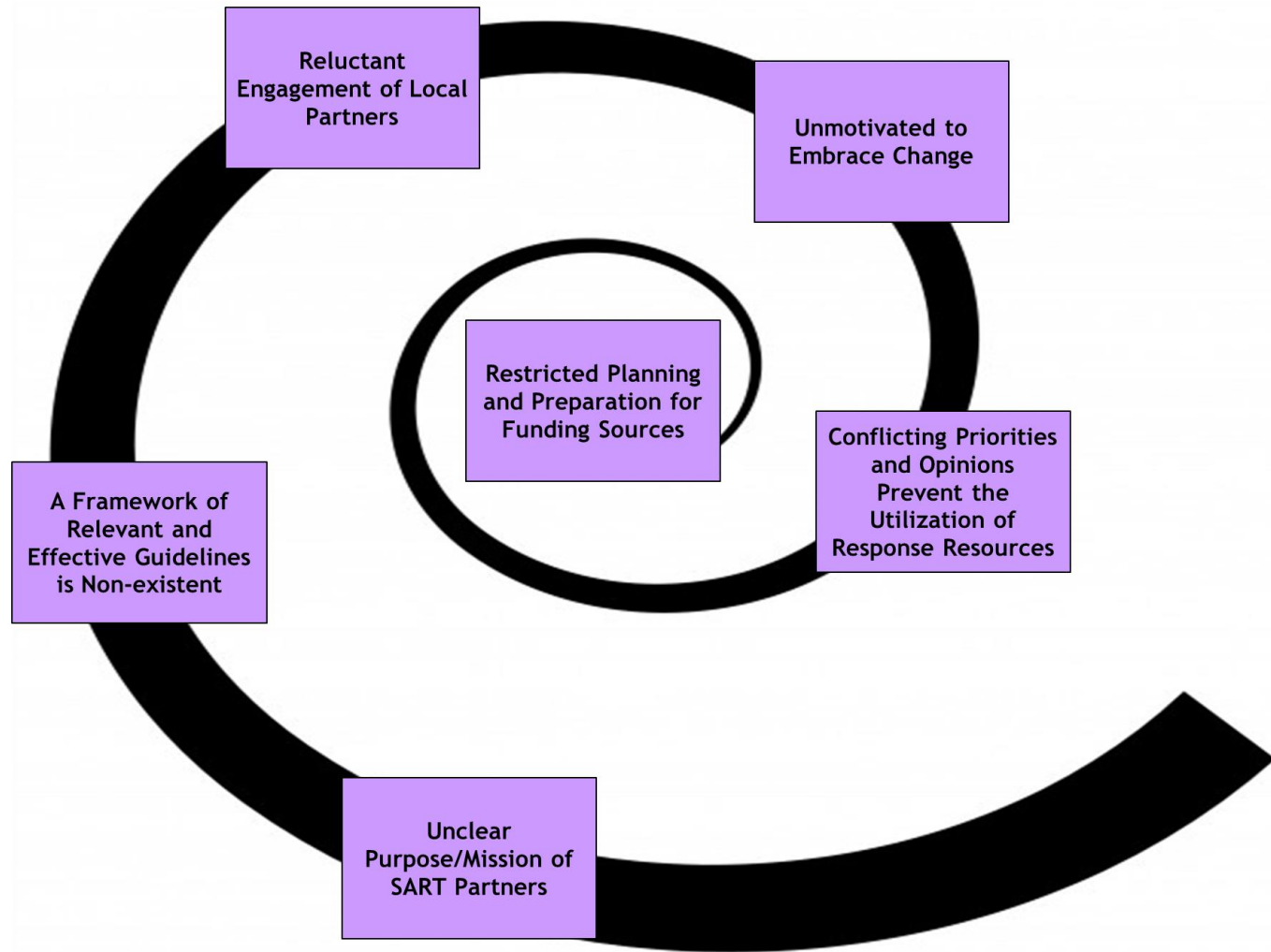
Host:
USDA/Animal
and Plant Health
Inspection
Service



SART Underlying Contradictions. The blocks and barriers to achieving our vision are....

Reluctant Engagement of Local Partners	Conflicting Priorities and Opinions Prevent the Utilization of Response Resources	A Framework of Relevant and Effective Guidelines Is Non-existent	Unclear Purpose/Mission of SART Partners	Unmotivated to Embrace Change	Restricted Planning and Preparation for Funding Sources
Enhance Training at Local Level	Reluctant to Cooperate or Utilize SART Resources	Conflicting Opinions of Activity Level from Partners	Unrealistic Goals and Visions	Reliance On Outdated Technologies	Insecure Funding Sources
Educating Counties About SART/Mac Groups	Overlapping and Conflicting Responsibilities	Unclear Expectations of Commitment of SART Partners	Confusing Decision Making Process for SART MAC Group	Outdated Programming (SOPs, MOUs, Mutual Aid Agreements)	Diversify Funding Sources
Unclear on County Duties in Actual Response	Determining Available Resources During Response	Uncoordinated Flow of Knowledge During Position Transition	Differing Support Levels from Agency Leadership (Lack of Buy-in)	Outdated Technology and Equipment	
Prioritization of Training for the Greatest Good	Conflicting Priorities Of Resources For Response	Guidelines for SART Categories (Ag, Domestic, Livestock)	No Set Mission/Vision - How Do Missions 'Match'?	Outdated Information or Misinformation	
Variable County Engagement and Participation in ESF 17	SART Partners Have Competing Priorities	Neglected to Prioritize Future Planning			
Lack of Training That Fits w/ Professional Development Plan					

Which contradiction is creating the most turbulence or is the most entrenched?





FL SART Strategic Directions

Workshop October 10, 2019



SART Strategic Directions

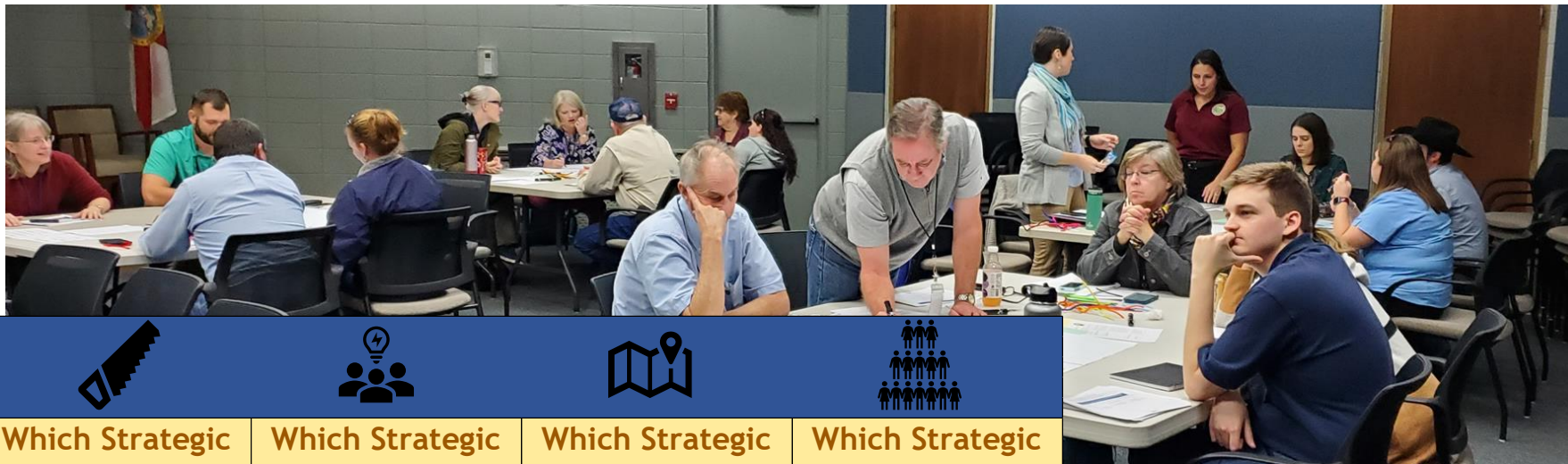
What innovative, substantial actions will deal with the underlying contradictions and move us toward our vision?






Strengthening Commitment and Structure for SART			Generating Fiscal Sustainability	Empowering Whole Community Engagement Through Outreach			Embracing Innovation
Engage Partners and Stakeholders		Revise Guidance Documents	Explore and Expand Funding	Reach Out	Create Awareness	Engage Legislature	Utilize Technology
Create "Fear of Missing Out" if not Engaged In Newly Evolving Processes	Show "Quick Win" Enabled by a New Process and Engagement	Modify Existing Framework to update SART	Develop Alternative Funding Sources for Partner so the Fear of Not Getting Reimbursed Is Not a Barrier	Graphic Displays For Outreach	Official SART Relaunch	Invite Legislature/Media to SART Events	Create New Technology Sharing Initiatives
Host SART Day during Legislative Session	Encourage SART Partner Agency Leadership Participation in Activities	Create Guidelines	Continue to Capture Statistic to Justify Funding	Develop and Share Sample Cases from Real Life	Create Social Media Outreach	Invite Local Legislators to ESF-17 County Meetings	Identify Equipment/ Technology Upgrade Needs
Develop Cascading Structure of Priorities for Each Partner to Share	Communicate Mission to SART Partners	Re-organize SART Steering Committee and Advisory Board (Need More Representation)	Meet with Nonprofit Funders to Educate on Preparation Needs	Make County Outreach Exciting and Relevant	SART T-Shirts		Workshops on New Technology and Resources
Help Counties Have "Quick Wins" to Demonstrate the Value of Engagement	Utilize Teleconferencing and Virtual Meetings for More Partner Engagement	Develop SART Resource Matrix for Institutional Knowledge	Public Outreach and Fundraising	Hire Liaison to Coordinate with Local Partners	Post-Disaster Campaigns Highlighting SART Response		
Provide a Forum for Effective Dialogue for Conflicting Opinions	Embrace Differences (Change Outlook on Differing Priorities)	Create and Share a Crisis Communication Plan	Develop a Culture of Using Resources Rather than Hoarding for "Later"	Organize Local Scenario Workshops	Maximize Exposure and Education about SART on Social Media		
Establish Basic Partner Engagement Requirements (i.e. Attend 1 Meeting Per Year)	More Exercises and Physical Trainings Around the State	Develop Concise SART Mission Documents for Partners	Host Public Involve Education and Fundraiser Event	Create More Online Training Opportunities			
Provide Education About SART to SART Partner Agencies (Ex: SART Partner Takes Back Knowledge To Their Own Agency)	Bring More People Into Planning Process		Identify Source of Untapped Funding Available to SART Partners				
			Explore Funding Options (Foundation, Funding, Non-Profits??)				
			Create a "Notice" of Funding Opportunity for SART Partners to Apply for SART Funds				

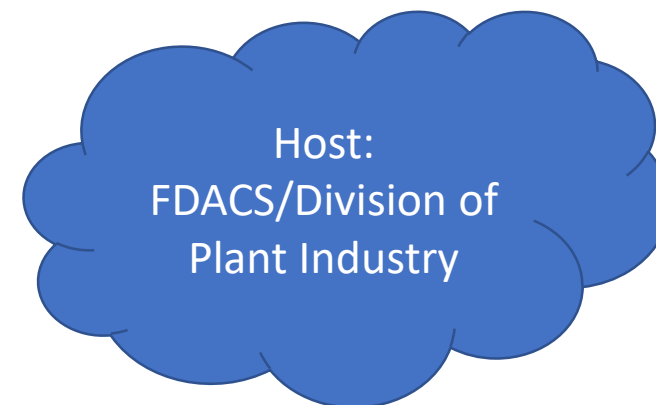


FL SART Pre-Focused Implementation

Workshop November 19, 2019



				
Which Strategic Directions are Key?	Which Strategic Directions Build on Strengths?	Which Strategic Directions Create Break Throughs?	Which Strategic Directions are New Territory?	Which Strategic Directions are Supportive?
Strengthening Commitment and Structure for SART	Strengthening Commitment and Structure for SART	Strengthening Commitment and Structure for SART	Generating Fiscal Sustainability	Empowering Whole Community Engagement Through Outreach
Generating Fiscal Sustainability	Empowering Whole Community Engagement Through Outreach	Generating Fiscal Sustainability		
	Embracing Innovation			



	Who is responsible for implementing strategic directions for your organization and for SART?	Who are the decision makers for strategic directions?	What will be your organizations role for strategic directions?
FDACS/Division of Aquaculture	Division Staff (Outreach Team, BMP Supervisors), Division Leadership/Director,	Division Leadership (Director)	All things aquaculture, preparedness, outreach and communication, building partnerships
FDACS/Food Safety	Summer Williams	Division Leadership (Director & Assistant Director)	Strategic Directions: Engagement through outreach, commitment and SART Structure, embracing innovation
FDACS/DAI	LeiAnna Tucker (SART Coordinator), Dr. Christy (EM Programs Vet), Nick Morrow (SART Admin), ESF 17 Specialist and Inspectors	Commissioner's Office, DAI Director (Dr. Short), EM Programs Vet, SART Coordinator	Administrating Agency, coordination with SART Partners and EM community, animal disaster response, all strategic directions, ESF 17
FDACS/OALE	Colonel & Lt. Colonel	Colonel & Lt. Colonel	Law enforcement & support
UF/IFAS	Dr. Lindsey, Dr. Mukhtar, District & County Directors, SART reps in Extension Offices, SART reps in Gainesville	Senior Vice President, Dean of Extension, Dr. Mukhtar	Communication & implementation (carry out) in each of 67 Extension offices, engagement through outreach, local experts, resources
Farm Bureau	Scott Eubanks	Scott Eubanks	Partner-Increase county involvement
USDA	Suzan Loerzel	Area Vet in Charge (Currently Vacant)	Partner-Provide resources, guidance, money
FAZA	President, Officers, Primary Zoo	President, Officers, Primary Zoo	Execution
HSUS	Regional Director, FL Staff (2)	HSUS Headquarters & Disaster Staff	Coordination with other humane groups and soliciting help from national experts, if needed

Generating Fiscal Sustainability		
Current Reality	First-year Accomplishments	Success Indicators
<ul style="list-style-type: none"> Nick captures volunteer hours (EOPSS In-kind Partner Resource Contrib.) FDACS is principal agency managing funding ESF 17, Partners, Counties use funds 	<ul style="list-style-type: none"> Routine Accomplishment reports completed. Financial committee created. FDACS to meet with legal to budgeting/financial goals 	<ul style="list-style-type: none"> SART still has general rev. from state More expanded funding opps. Depth in partner agencies Routine accomplishment reports that can

Strengthening Commitment & Structure for SART		
Current Reality	First-year Accomplishments	Success Indicators
<ul style="list-style-type: none"> ESF 17 Stakeholder Mtgs Website Yearly Planning Conference SART Sentinel SART Partner Workshops & training Advisory Board Mtgs Monthly SART mtgs Daily coord. calls during disaster SART Organizational Declaration CEMP (ESF 17) Brochure FEMA module Gov. Hurricane Conf. Statutory Responsibility 	<ul style="list-style-type: none"> Organizational Declaration redrafted (FDACS) Completed a survey on status & needs (County level - 67 Counties) Working groups created SART 101 presentation/training completed Case studies as part of SART 101 created SART Partners Workshop completed (Present imp plan) 	<ul style="list-style-type: none"> Rewritten Org Dec. written County EMs more involved Have meeting structure Have meeting schedule Having clearly defined groups & functions Have clearly defined structure, roles, & structure Goal based meetings



EMBRACING INNOVATION		
Current Reality	First-year Accomplishments	Success Indicators
<ul style="list-style-type: none"> New SART Website ESF 17 Web mapping tool Real time information exchange needed Assessment app - IFAC Online Pet Sheltering training Web EOC public facing (internal & external) Education management training - SART SART Sentinel 	<ul style="list-style-type: none"> GIS Needs analysis completed New interactive SART Sentinel format created SART website completed (member area) Phase 2 Pet friendly shelter training completed & promoted Assessment app up, promoted & training completed Donation mgmt system device completed Donation mgmt system shared 	<ul style="list-style-type: none"> Real time communication & response Better info for public & responders Efficient use of SART partner resources More pet friendly shelters run by the county County responders EM training resources & exchanging info Up to date GIS info on facilities

FL SART First Year Accomplishments

Workshop December 17, 2019

Host: Florida Farm Bureau

Empowering Whole Community Engagement through outreach		
Current Reality	First-year Accomplishments	Success Indicators
<ul style="list-style-type: none"> Annual County ESF 17 ESF 17 Training (County, shelter, animal, disaster) Website (member area) Conferences SART Planning Mtg: County to County SART Sentinel No T-Shirts Turnover of County shell (ESF Animal contrib.) Member ESF in sheets Surveys after mtgs 	<ul style="list-style-type: none"> Completed Survey from ESF 17 Training (County, shelter, animal, disaster) Formalized Training for Mental Health 1st Aid Social Media Outreach Options explored (FDACS) Regional ESF 17 mtgs completed Increased SART website visits Increased SART Membership 	<ul style="list-style-type: none"> County Self-Sufficiency in an emergency Mental Health Outreach Training (MHA) to whole community Continued good outreach to member, volunteer, workshop, training, strategic response Continued on coordination County holding their own training T-shirts & hats by SART



SART First Year Accomplishments		
What will our specific measurable accomplishments be for the first year?		
Strengthening Commitment & Structure for SART		
Current Reality	First-year Accomplishments	Success Indicators
ESF17 stakeholder meetings	Organizational Declaration Redrafted (FDACS)	Rewritten Organizational Declaration
SART Website	Completed a survey on status and needs (county level - 67 counties)	County EM more involved
Bi-annual planning conference	Working groups created	Have Meeting Structure
Monthly SART meetings	SART 101 presentation/training completed	Having clearly defined groups, and functions
Daily coordination call during disaster	Case studies as part of SART101 created	Have clearly defined structure, and roles
SART Organizational Declaration	SART Partners Workshop completed (Present imp. Plan)	Goal based meetings
CEMP (ESF17)		
Brochure		
FEMA Module		
Gov. Hurricane Conference		
Statutory Responsibility		

SART First Year Accomplishments		
What will our specific measurable accomplishments be for the first year?		
Generating Fiscal Sustainability		
Current Reality	First-year Accomplishments	Success Indicators
Nick captures volunteer hours (In-Kind Partner Resource Contribution)	Routine Accomplishment reports completed	SART still has general revenue from state
FDACS is principal agency over managing and funding	Financial Committee created	More expanded funding opportunities
ESF17, Partners, and Counties use funds	FDACS to meet with legal for budget/financial goals	Depth in partner agencies
Funding used for training, equipment, and meetings	Exploration of financial and in-kind opportunities completed	Routine accomplishment reports that can be shared (Impact reports)
Funding used for communication and outreach		
All financial eggs are currently in one basket		

SART First Year Accomplishments		
What will our specific measurable accomplishments be for the first year?		
Empowering Whole Community Engagement Through Outreach		
Current Reality	First-year Accomplishments	Success Indicators
Annual County ESF17 Visits	Completed a survey on status and needs (county level - 67 counties)	Counties self-sufficient in an emergency
Mental Health First Aid Program	Find funding for SART hats and T-shirts	Mental health first aid routine training to whole community
Trainings (County, shelter, animal tech rescue)	Formalized training for mental health first aid	Continued good attendance to meetings, conference, website, trainings
Website (monitor views)	Social media outreach options explored (FDACS)	Stronger response
Conferences	Regional ESF17 meetings completed	Attendance on coordination calls
SART Planning Meeting - geared to counties	Increased SART website visits	Counties hold their own trainings
SART Sentinel	Increased SART memberships	T-shirts and hats for SART
No T-shirts		
Turnover on county staff (EM, animal control)		
Monitor Sign In Sheets		
Survey after meetings		

SART First Year Accomplishments		
What will our specific measurable accomplishments be for the first year?		
Embracing Innovation		
Current Reality	First-year Accomplishments	Success Indicators
New SART website with response design	GIS Needs Analysis completed	Real time communication and response
ESF17 Web Mapping Tool activities	New Interactive SART sentinel format created	Better info for the public and responders
Real time information exchange needed	SART Website completed (member area) - Phase 2	Efficient use of SART partner resources
Assessment app - IFAS leading	Pet-friendly shelter training completed and promoted	More pet-friendly shelters run by the county
Online pet-friendly sheltering training	Assessment app up, promoted and training completed	County, SART, EM using resources and exchanging info
Web EOC Public facing (Internal and external)	Donation management system completed	Up to date GIS info on facilities
Donation management tracking - ESF17	Donation management system shared	
Monthly SART Sentinel		



Host: Florida
Farm Bureau



FL SART First- Year Timeline

Workshop January 23, 2020

2020 First-Year Accomplishments Timeline						
Strategic Directions Overall Coordinator (FDACS/LeiAnna Tucker)	Quarter 1 (July – September)	Quarter 2 (October – December)	Quarter 3 (January – March)	Quarter 4 (April – June)	Year 2	Year 3
STRENGTHENING COMMITMENT & STRUCTURE FOR SART Assisting Coordinators: LeiAnna, Paul, Neil, Peter, Marcy	1. Present draft and timeline of partner survey at April meeting (Pre-Quarter 1) 2. Finalize and send survey to county level partners 3. Organizational Declaration Redrafted 4. SART 101 presentation/training completed 6. SART Partners Workshop completed (Present implementation Plan) 7. Working groups created	Existing Case studies created	Existing Case studies created			
GENERATING FISCAL SUSTAINABILITY Assisting Coordinators: Tammy, Sue	1. Routine Accomplishment reports completed 2. Financial Committee created 3. Exploration of financial and in-kind opportunities completed	1. Routine Accomplishment reports completed 2. Exploration of financial and in-kind opportunities completed	1. Routine Accomplishment reports completed 2. Exploration of financial and in-kind opportunities completed 3. FDACS to meet with legal for budget/financial goals	1. Routine Accomplishment reports completed 2. Exploration of financial and in-kind opportunities completed	Exploration of financial and in-kind opportunities completed	Exploration of financial and in-kind opportunities completed
EMPOWERING WHOLE COMMUNITY ENGAGEMENT THROUGH OUTREACH Assisting Coordinators: Angie, Alena, Hyatt, Scott	1. Social media outreach options explored 2. Find funding for SART hats and Personal Protection Equipment 3. Increased SART memberships 4. Formalized training for mental health first aid	1. Increased SART memberships 2. Completed a survey on status and needs (county level - 67 counties)	Increased SART website visits	Regional ESF17 meetings completed	New Interactive SART sentinel format created	
EMBRACING INNOVATION Assisting Coordinators: Nick, Suzan, Tucker, Robert, Nicole	1. Donation management system completed 2. Initial GIS Needs Analysis completed 3. Donation management system shared 4. Pet-friendly shelter training completed and promoted	GIS needs analysis and action plan details	Assessment app up, promoted and training completed	SART Website completed (member area) - Phase 2		

What are the implementation steps for the first-quarter accomplishments?

90-day implementation steps				
Strategic Direction:		Accomplishment Title (what):		
Intent (why):		Start Date: End Date:		
Implementation Steps (how): 1. 2. 3. 4. 5. 6.		Who	When	Where
Coordinator:	Collaborators or Partners:	Evaluation Measures	Budget:	Next Meeting Date:
Team Mbrs.:				