

9356.2-PR

Urban Search and Rescue (US&R) Incident Support Team (IST)

In Federal Disaster Operations

Operations Manual

Federal Emergency Management Agency

January 2000

FEMA has developed four levels of operational guidance for use by emergency teams and other personnel involved in conducting or supporting disaster operations. This document corresponds to the level highlighted in bold italics.

Level 1	Overview	A brief concept summary of a disaster-related function, team, or capability.
Level 2	<i>SOP or Operations Manual</i>	<i>A complete reference document, detailing the procedures for performing a single function (Standard Operating Procedure), or a number of interdependent functions (Ops Manual).</i>
Level 3	Field Operations Guide (FOG) or Handbook	A durable pocket or desk guide, containing essential nuts-and-bolts information needed to perform specific assignments or functions.
Level 4	Job Aid	A checklist or other aid for job performance or job training.

This document is consistent with and supports the Federal Response Plan (FRP) for implementation of the Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended, (42 U.S.C. § 5121 *et seq.*).

The most current copy of this document, including change pages, is available through the FEMA Intranet in the NEMIS Reference Library (www.nemis.fema.gov), under Policies and Guidance, Disaster Operations Guidance.

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FOREWORD

This Operations Manual has been prepared to guide Federal Emergency Management Agency (FEMA) personnel perform Federal disaster response operations during major disasters or emergencies.

The National Urban Search and Rescue (US&R) Incident Support Team (IST) provides a group of highly qualified specialists readily available for rapid assembly and deployment to a disaster area. The IST furnishes Federal, State, and local officials with technical assistance in acquiring and using US&R resources. It provides advice, incident command assistance, management and coordination of US&R task forces, and US&R logistics support.

The IST methods of operation, organization, position descriptions, qualifications, operational checklists, equipment, rostering guidelines, and preparedness activities are described in this document.

Questions, comments, and suggested improvements related to this manual are encouraged. Inquires, information, and requests for additional copies should be directed in writing to FEMA, Response and Recovery Directorate, Operations and Planning Division, Emergency Services Branch, 500 C Street SW, Washington, DC 20472.

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I. INTRODUCTION

A. PURPOSE

The purpose of this document is to describe the Federal Emergency Management Agency (FEMA) Urban Search and Rescue (US&R) Incident Support Team (IST) management functions for Emergency Support Function #9 (ESF #9), and its operations within the Federal Response Plan (FRP). This document details the methods of operation, organization, position descriptions and qualifications, operational checklists, administrative and personal equipment, general guidelines for rostering IST members, and their integration into preparedness activities for Federal response.

B. BACKGROUND

The US&R IST was developed to provide a group of highly qualified specialists readily available for rapid assembly and deployment to a disaster area. The mobilization and use of US&R task forces provides a significant capability for disaster response and mitigation. The multi-disciplinary FEMA US&R task forces afford search, rescue, medical, and technical capabilities, and a wide variety of services for catastrophic events. To maximize the speed with which task forces are mobilized and utilized, a FEMA US&R IST was developed.

The IST must be available on short notice to mobilize within 2 hours of request. IST members must be self sufficient for at least 24 hours and prepared for a response assignment of up to 14 days. An IST equipment cache is organized into functional kits and is available for dispatch with the IST. FEMA maintains these kits to support the IST with communications equipment (including telephones and radios), computers, printers, and administrative office supplies. An inventory of the IST equipment cache is provided in Appendix E to this document. The IST Logistics Section Chief maintains a copy of the cache inventory to facilitate ordering and accountability. IST members request logistics support through the IST Logistics Section Chief upon arrival at the IST Base of Operations (BoO).

When a significant disaster occurs, an Emergency Response Team, Advance Element (ERT-A) is dispatched by the affected FEMA region to join with State emergency management personnel to coordinate Federal assistance. ERT-A positions are filled based on the type of disaster and the nature of the requirement for continued Federal involvement. If the disaster escalates, the FEMA region may strengthen the ERT-A with additional positions within the team and the team is then referred to as an Emergency Response Team (ERT). A National Emergency Response Team (ERT-N) may be assigned to disasters of national significance or when the affected FEMA region is unable to fill the ERT requirement.

The US&R IST is a component of the ERT, serving in the ESF #9 Group in the ERT Operations Section, Emergency Services Branch.

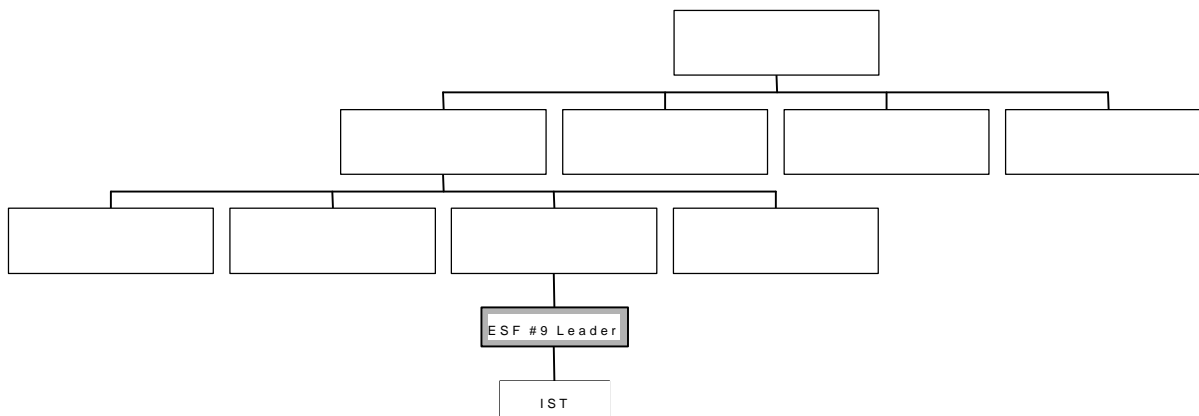


FIGURE I-1: Emergency Response Team

C. MISSION STATEMENT

The mission of the US&R IST is to provide Federal, State, and local officials with technical assistance in the acquisition and utilization of ESF #9 resources through advice, incident command assistance, management and coordination of US&R task forces, and obtaining ESF #9 logistic support.

D. DEVELOPMENT CRITERIA

The US&R IST was developed to be:

- Consistent with the terminology and organizational structure of the FRP and National Interagency Incident Management System (NIIMS);
- Representative of the primary disciplines involved in US&R operations;
- Comprised of sufficient personnel to provide initial assistance at the Regional Operations Centers (ROC), State Emergency Operation Centers (EOCs), Disaster Field Offices (DFOs) and local EOCs (may be augmented as necessary);
- Available for 24-hour coverage at EOC/DFO and other facilities for ESF #9; and
- Deployable within 2 hours of activation.

E. INCIDENT SUPPORT TEAM – ADVANCE

The advance element of the IST-A represents FEMA's initial efforts to establish on-site management and support for anticipated or actual arrival of one or more US&R task forces at a disaster.

The IST-A is composed of the following 20 positions:

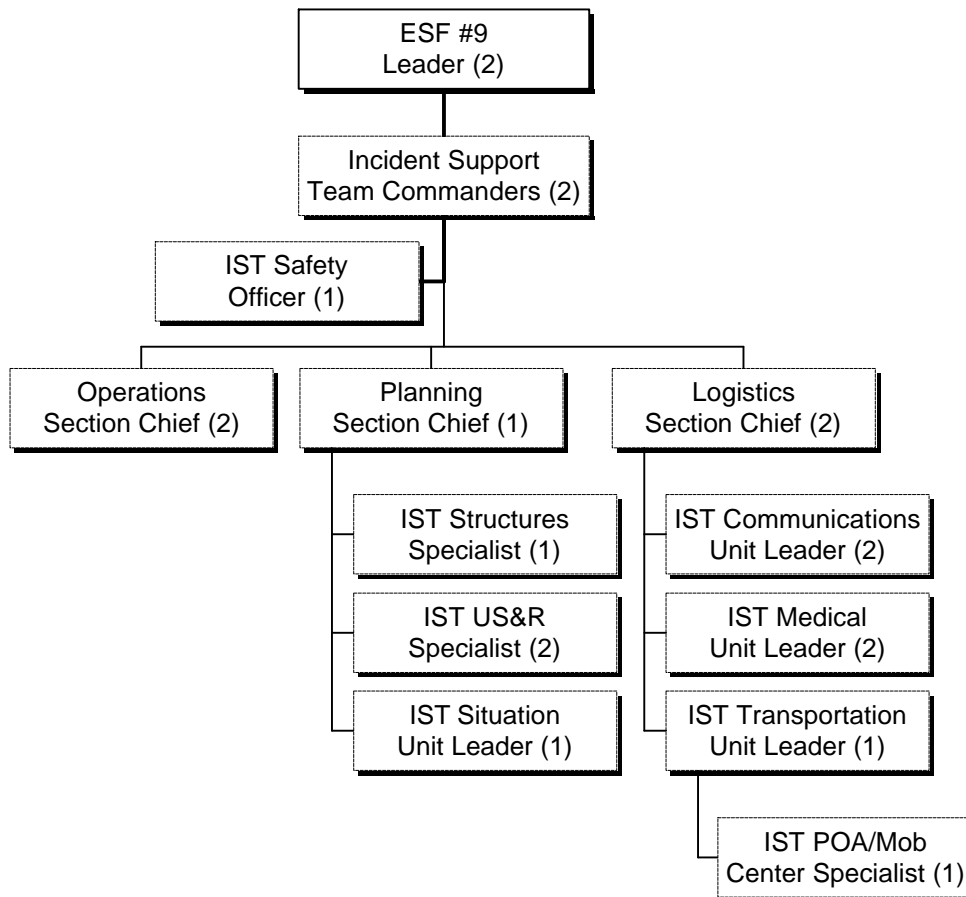


FIGURE I-2: Incident Support Team – Advance

F. INCIDENT SUPPORT TEAM—EXPANSION

An IST-A mobilizes with a complement of 20 personnel. As the complexity and duration of an event escalate and/or as the duties and responsibilities of the team expand, it may become necessary to augment sections of the IST. Positions may be filled with two or more persons each, but this will depend on the present IST deployed and the need for 24-hour coverage as reflected in the ERT request. If additional staffing is required, the IST Commander will request necessary personnel through the ESF #9 Leader.

The following organizational structure depicts an example of an expanded IST:

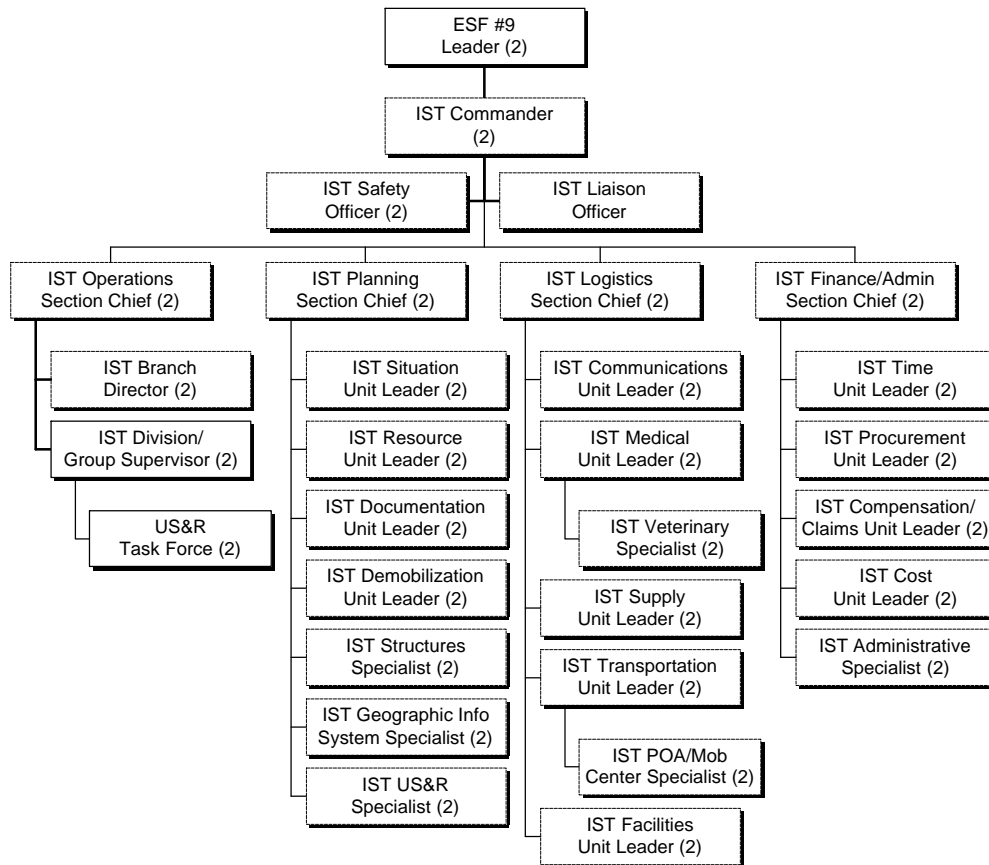


FIGURE I-3: Expanded Incident Support Team

II. SYSTEM OVERVIEW

A. FEDERAL RESPONSE COMPONENTS

The following illustration depicts the primary organizational entities and corresponding locations involved in National US&R Response System efforts:

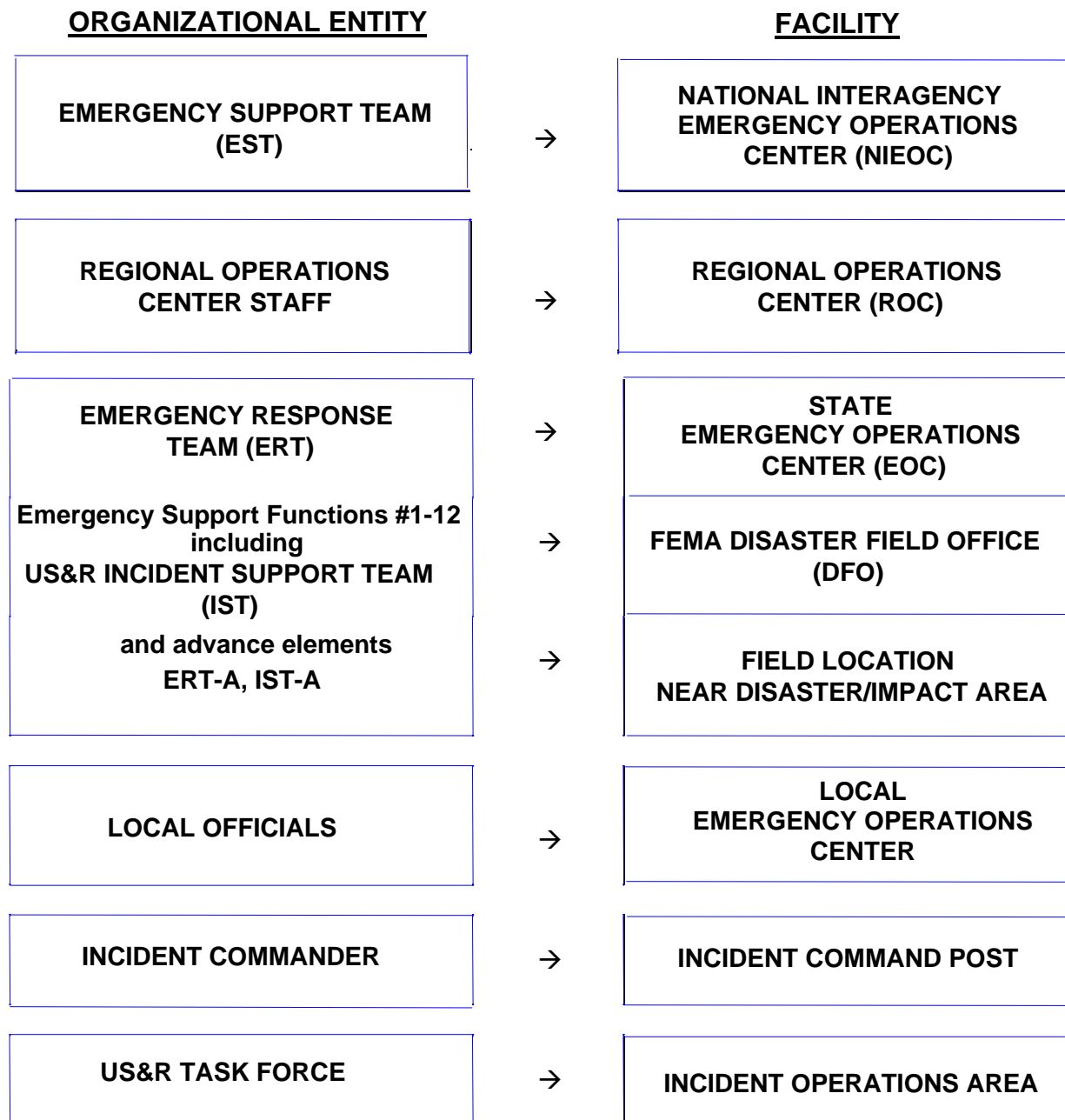


FIGURE II-1: Federal Response Components

B. FEDERAL RESPONSE PLAN

When disaster impacts a community, local responders and government agencies take action. When the disaster exceeds the capability of local and State government, Federal assistance may be requested. The Federal response is coordinated by the Federal Coordinating Officer (FCO) who is supported by the ERT. The government implements the FRP to provide State and local governments with technical expertise, equipment, and other resources. These resources are provided by one or more Federal agencies. Resources are grouped into 12 ESFs including Urban Search & Rescue (ESF #9). Each ESF has a primary agency responsible for overall coordination of that support function. The 12 ESFs and their primary agencies are as follows:

- Transportation (ESF #1) Dept. of Transportation
- Communications (ESF #2) National Communications System
- Public Works/Engineering (ESF #3) U.S. Army Corps of Engineers
- Firefighting (ESF #4) U.S. Forest Service
- Information & Planning (ESF #5) FEMA
- Mass Care (ESF #6) American Red Cross
- Resource Support (ESF #7) General Services Administration
- Health and Medical (ESF #8) Public Health Service
- Urban Search & Rescue (ESF #9) FEMA
- Hazardous Materials (ESF #10) Environmental Protection Agency
- Food (ESF #11) Dept. of Agriculture/Food & Nutrition Service
- Energy (ESF #12) Dept. of Energy.

Each primary agency has other agencies that provide support as necessary and responds within its own authority.

C. FEMA EMERGENCY SUPPORT TEAM

The Emergency Support Team (EST) oversees the national-level response support effort and coordinates activities with participating Federal departments and agencies in administering Federal response requirements through the 12 ESFs. The EST is organized, using Incident Command System (ICS) functional groupings of management, operations, logistics, information and planning, and administration/finance.

- For the most part, the EST does not play an operational role except:
 - ◇ During the initial period when the Federal government is staging or immediately dispatching initial response resource assets in preparation for an event or immediately following a disaster, prior to the establishment of the DFO; and
 - ◇ When multiple State disaster responses require an arbitrator in the allocation of scarce Federal resources.
- The EST works at the National Interagency Emergency Operations Center (NIEOC) facility at FEMA Headquarters in Washington, DC.

- The ESF #9 Group of the EST will assist with advice and coordination of US&R resources in the overall Federal disaster response. This includes selection of task forces to be activated, coordination of task force transportation, mission assignment requests, financial advances, and reimbursements, etc. The EST ESF #9 Group will maintain management and control of US&R resources until assigned to an operational IST.
- The ESF #9 Group of the EST also addresses several other issues, including:
 - ◊ Supporting the Catastrophic Disaster Response Group (CDRG), which is a senior level management body that develops policy and addresses the arbitration of inter-agency conflicts on resource allocation or other response issues;
 - ◊ Serving as a central source of information at the national level regarding Federal response activities; and
 - ◊ Providing interagency resource coordination support to the FCO and regional operations. This includes identification, acquisition, and delivery of additional resources.

D. FEMA REGIONAL OPERATIONS SUPPORT TEAM

FEMA's field operations are divided into 10 regions. Each region is staffed with management and support personnel for national preparedness and response. FEMA regional personnel organize to establish a ROC during disaster operations. The Regional Operations Center Director leads the ROC.

- The ROC establishes linkages with the affected States to gather information on the status of the affected area and serves as a temporary coordinating office for Federal activity until the ERT is established in the field. The ROC:
 - ◊ Serves as a point of contact for and establishes communications for the affected State, the EST, and regional elements of the located Federal agencies;
 - ◊ Supports ERT deployments;
 - ◊ Implements initial information/planning activities, including collection of situation and needs data;
 - ◊ Serves as initial coordinator of Federal activities until the ERT is operational; and
 - ◊ Coordinates resources for multiple State (or multiple ERT) operations.
- Each FEMA region has a ROC for the initial coordination of Federal response and recovery activities. When the ERT assumes management of the disaster and the DFO is operational, the ROC is usually deactivated.
- In multiple State disasters, the ROCs remain operational to assist the EST with the prioritization and deployment of resources, until DFOs are established within each affected State within the region.

E. EMERGENCY RESPONSE TEAM

The Emergency Response Team (ERT) is the interagency group assembled to assist the assigned FCO in carrying out his/her disaster response coordination responsibilities. The ERT coordinates the overall Federal disaster response reporting on the conduct of specific operations, exchanging information, and resolving issues related to ESFs and other response requirements. ERT members respond and meet as requested by the FCO.

- The ERT-A represents the region's initial efforts to assist the State in managing the anticipated and actual arrival of Federal resources to the disaster. The ERT-A is immediately dispatched by the region involved to establish joint response operations with officials of the affected State. Some ERT-A members join their State counterparts in the State EOC while others start the process of establishing a DFO, and conducting field assessments. If the ERT-A continues to coordinate an increasing Federal response, the ERT-A organization increases in size and number of positions filled. The expanded ERT-A organization becomes a full ERT and provides assistance in transition to a full Federal response.
- The ERT consists of one or more representatives from each Federal department or agency assigned primary responsibility for an ESF or other related operational activity, and sometimes includes representatives from various support agencies, as well, along with key members of the FCO's staff. The ESF #9 Leader is a member of the ERT. The ERT/ERT-A is organized into functional groupings of management, operations, information and planning, logistics, and administrative/finance.

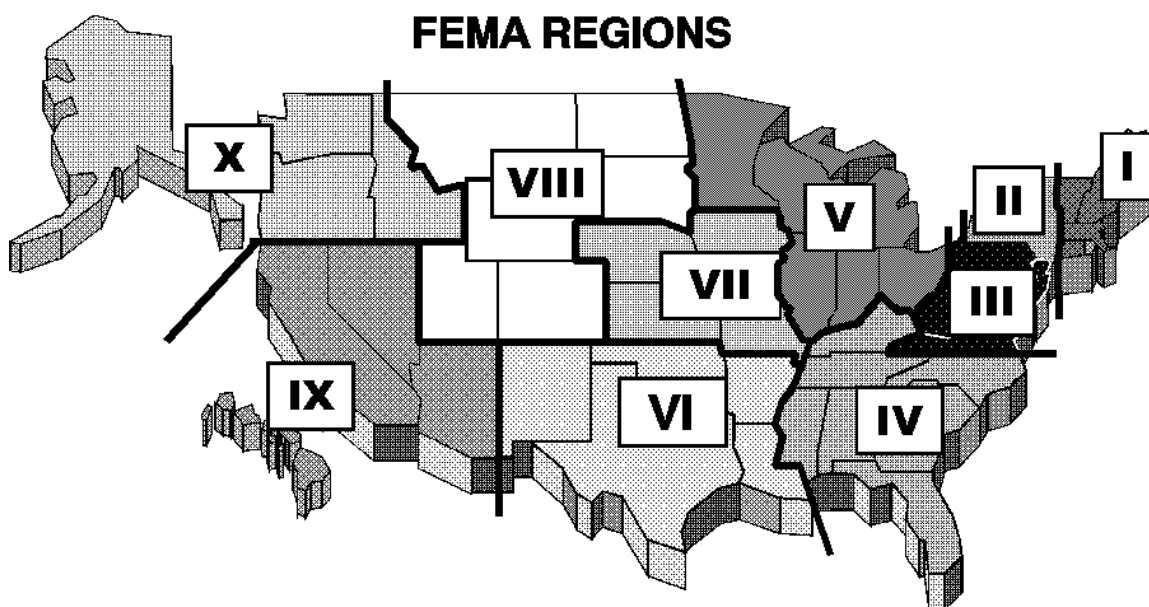


FIGURE II-2: FEMA Regions

F. STATE EMERGENCY OPERATIONS CENTER

Emergency management organizations for each State coordinate state-wide emergency response. Each State conducts its emergency response coordination activities from an Emergency Operations Center (EOC) facility.

G. FEMA DISASTER FIELD OFFICE

The Disaster Field Office (DFO) is the facility established by FEMA, in or near the disaster area to accommodate the ERT, and where possible, the State Coordinating Officer (SCO) and support staff. It is the primary location in each affected State for coordination of the Federal disaster response. This facility also as the central management point for satellite facilities such as points of arrival or mobilization centers.

- The ESF #9 Group is composed of the US&R technical personnel and management personnel assigned to the ESF in the ERT. The IST is the ESF #9 Group whether located in the ERT or at another location.
- The mobilization center is a temporary satellite facility (such as a military installation) established to receive, process, and support response resources including US&R task forces during the mobilization and demobilization phases of a mission.
- The Point of Arrival (POA) is the location assigned as the reporting location for dispatched US&R task forces as well as other Federal response entities or organizations. This may be a separate site from the identified mobilization center location.
- The IST Base of Operations (BoO) is the central activity area established by an IST where command and control functions are coordinated.

H. LOCAL EMERGENCY OPERATIONS CENTER

Each local jurisdiction will usually have an EOC to coordinate response to and support of moderate to large-scale incidents. Initial damage and needs assessment information is consolidated at this point to determine response needs and State and Federal asset requirements. Authority for the management of a disaster rests with the local officials and/or Incident Commander of the affected jurisdictions. State and Federal response is in support of local requests once local resources and capabilities are overwhelmed.

I. INCIDENT SUPPORT TEAM DELEGATION OF AUTHORITY

The IST will cooperatively develop and submit for signature to the local Incident Commander a written Memorandum of Understanding (MOU). The MOU is required to assure that there is a complete understanding by all parties of the scope, nature, and requirements of the assignment.

The written delegation of authority should include at minimum the following points:

- Duration of the mission
- Operational assignment and expectations
- Reporting process between ESF #9 Leader and the local agency
- Parties involved in the agreement
- Logistical support to be provided by the ESF #9 Group and the local agency
- Process for updating the agreement
- Specifics of who signs for each party
- Information flow
- Briefing and meeting schedule and who attends
- Method of contact for all parties.

FEDERAL EMERGENCY MANAGEMENT AGENCY NATIONAL URBAN SEARCH AND RESCUE RESPONSE SYSTEM

MEMORANDUM OF UNDERSTANDING

The purpose of this Memorandum of Understanding is to outline the mission and objectives for the Federal Emergency Management Agency's Urban Search and Rescue (FEMA-ESF #9) resources assigned to the incident located (use exact address) .

FEMA ESF #9 MISSION

Provide functional expertise to State and local governments in the acquisition and utilization of FEMA ESF #9 resources through advice, incident command assistance, management and coordination of Federal ESF #9 resources, and logistical support. This may include assistance with the location, medical stabilization, and extrication of victims of structural collapse.

OBJECTIVES

1. Locate and rescue victims that survived the (Specific address or location) incident in coordination with the responsible local officials while providing for the safety of rescue personnel.
2. Continually assess the probability of rescue success against the risks to rescue personnel in formulating and conducting operational activities.
3. Follow established protocols and practices concerning the rescue and recovery of victims.
4. In coordination with local officials, develop written IST Incident Action Plans (IAP) for each operational period. The IST IAPs will support the objectives in the IAP from the local jurisdiction and contain the strategic objectives for the ESF #9 resources to be accomplished during each operational period.
5. Provide copies of IST IAPs and Situation Reports to responsible local/State official .
6. Coordinate all media relations with the FEMA Public Information Officer (PIO) and the responsible local/State official .
7. In coordination with the local Incident Commander, integrate local resources and personnel into the rescue effort in a safe manner.

FIGURE II-3: Sample Memorandum of Understanding

**FEMA National Urban Search and Rescue System
Memorandum of Understanding
Page 2.**

8. ESF #9 resources will follow established FEMA guidance in providing medical care to rescued persons. Injured victims will be transferred to the State/local medical system. Protocol for deceased victims will be established with local Emergency Medical Services (EMS), the Medical Examiner's Office, or local law enforcement. FEMA ESF #9 resources will maintain maximum sensitivity to the removal of victims.
9. Operational briefings will be held at *hour and location* and attended by *name and organization represented* .
10. Planning meetings will be held at *hour and location* and attended by *name and organization represented* .
11. This agreement may be updated or changed by mutual consent and approval of the signatories to this MOU.

Throughout this mission, the *(responsible local jurisdiction)* shall retain command and control of the incident. The ESF #9 resources assigned to the incident will be managed by the Incident Support Team (IST) who will coordinate all operations with *(name or designation of the responsible local/State official)* . The duration of the mission will be determined by the *responsible local/State official* in conjunction with the ESF #9 Leader.

Signed this _____ day of _____, *year*.

(Local, Area, Region, State Official)

(ESF #9 Leader)

RELEASE AND RETURN TO HOME UNIT

It is mutually agreed by the local incident jurisdiction and the ESF #9 Leader that the FEMA ESF #9 resources assigned to the incident have accomplished the stated mission and objectives and have been approved for release to their home unit effective this _____ day of _____, _____ hours.

(Responsible Local / State Official)

(ESF #9 Leader)

FIGURE II-3: Sample Memorandum Of Understanding

III. GENERAL CONCEPT OF OPERATIONS

A. INCIDENT SUPPORT TEAM CAPABILITIES

Federal, State, and local emergency response officials may not be fully aware of FEMA's Urban Search and Rescue Response System or US&R task force capabilities and use. Upon activation by FEMA Headquarters and under direction of the ESF #9 Leader, the US&R IST rapidly responds to an impending incident or one that has just occurred and assesses the need for and potential use of, FEMA US&R task forces or other resources. The IST then provides Federal, State, and local officials with technical assistance in the acquisition and utilization of ESF #9 resources through advice, Incident Command assistance, management, and coordination of US&R task forces and logistical support.

Based on the needs of the affected State, the primary types of technical assistance provided by the IST include the following areas.

- Providing assessment information to the EST/ERT;
- Providing State and/or local officials with technical assistance and advice;
- Recommending activation of US&R task forces or other ESF #9 resources;
- Providing management and coordination of ESF #9 resources;
- Making preparations for incoming ESF #9 resources;
- Recommending appropriate mitigation measures for ESF #9 operations;
- Identifying the support needs of the FEMA ESF #9 resources; and
- Providing a mechanism for resupply of important tools, supplies, and equipment for the ESF #9 resources.

IST personnel may be reassigned by the FCO through the ESF #9 Leader to provide technical assistance such as supporting DFO operations and other State and local disaster response activities. The IST Commander will periodically assess the continued need for the IST and recommend to the ESF #9 Leader when a change in team assignment is appropriate.

B. ACTIVATION

Based on actual or potential incident severity, the affected State and FEMA region will determine the need for ESF #9 resources. Plans to prepare or activate ESF #9 resources will be coordinated with the ESF #9 Leader at FEMA Headquarters. Prior to decisions to alert or activate an IST, US&R task forces, or other ESF #9 resources, the ESF #9 Leader at FEMA Headquarters will identify initial resources to be assigned.

IST members are activated from a roster of qualified personnel on a rotating basis. On an expanded IST, FEMA will attempt to maintain a well-balanced team with at least 50% of the members having previous response experience. This procedure ensures that the same individuals are not always selected, thereby providing an opportunity for more team members to gain experience.

When warranted, Federal resources may be pre-positioned for anticipated disasters such as hurricanes. During pre-positioning, information flow and coordination with decision makers is critical for timely and effective decisions on the nature and extent of an ESF #9 response. An ESF #9 Leader and an Advance Incident Support Team (IST-A) or Expanded IST may be activated at this point. Assigned responders will receive situation reports and other appropriate information at the time of activation, or during an alert period, if one exists.

When an IST is activated, ESF #9 at FEMA Headquarters provides IST members with a written activation order. The IST will deploy within 2 hours of activation to a Point of Departure (POD) designated by FEMA. If an ESF #9 Leader has not been designated by the region or ERT-N, one will be dispatched from FEMA Headquarters or another region. FEMA will provide logistical arrangements for team members. In providing logistical support to the IST, FEMA may direct other Federal agencies to provide support through mission assignments. The ESF #9 Leader and IST will report to the ERT-A Team Leader. When activated, the IST is a part of the ERT and may respond to the FEMA ROC, State EOC, or DFO to establish operations. In most cases, the IST will subsequently move to an established DFO which is located in close proximity to the disaster.

C. INTERACTIONS

1. Emergency Support Team at the FEMA NIEOC

Once the IST is established in the field, the EST, specifically ESF #9 will delegate management and coordination responsibility for ESF #9 resources to the ESF #9 Leader. The ESF #9 Leader will continue to coordinate with the EST for the following support:

- Ordering additional IST personnel;
- Ordering additional task forces not included in the initial deployment;
- Ordering US&R technical specialists;
- Providing situation reports, technical information, and other reports as needed;
- Resolving issues that require interagency coordination that cannot be accomplished in the field; and

- Making recommendations for the resolution of issues requiring a higher level policy decision from the CDRG.

2. Regional Operations Support Team at the ROC

The IST Commander, in coordination with the ESF #9 Leader, may elect to assign an IST US&R Specialist to support the ROC staff, particularly if there are multiple incidents in the FEMA region. The IST US&R Specialist assigned to the ROC fills an informational role providing technical information and advice to the ROC staff while relaying important information to the ESF #9 Leader and IST on the ERT.

The ROC staff provides regional administrative, operational, and logistical support to expedite ERT activation and deployment and to provide continuing support to the ERT while it operates from the State's EOC and/or DFO.

3. State Emergency Operations Center

The IST Commander, in coordination with the ESF #9 Leader, may elect to assign an IST US&R Specialist to the State EOC once the ERT moves to the DFO. An IST US&R Specialist is useful to State personnel who may need clarification of US&R Response System capabilities and applications within the FRP.

4. Local Emergency Operation Center

The IST Commander, in coordination with the ESF #9 Leader, may assign an IST US&R Specialist to the local EOC during the early stages of the disaster. The IST US&R Specialist may be useful to the local emergency management officials in clarifying US&R Response System capabilities and applications within the FRP. At the request of local emergency management officials, the IST will provide incident command assistance with US&R operations and planning functions.

5. Point of Arrival/Mobilization Centers

The IST Commander, in coordination with the ESF #9 Leader, assigns IST Point of Arrival and mobilization center (POA/Mob Center) Specialists to the US&R Task Force to support the logistical and coordination needs of incoming or demobilized task forces.

6. US&R Task Forces

The IST will manage, coordinate and provide logistical support to the US&R task forces, through the Task Force Leaders.

D. DEPLOYMENT STRATEGY

The EST deploys US&R task forces and facilitates the transition from the EST management and coordination to the ERT once the overall ESF #9 Group is in place within the ERT. Upon the occurrence of an actual disaster or the threat of an anticipated disaster, FEMA may activate a US&R IST to begin coordination efforts. This could occur prior to a confirmed need to begin task force alert and activation.

If there is an expectation that US&R resources may be needed, the ESF #9 Leader and an IST-A are activated and deployed simultaneously with the ERT-A. Many of the IST members may not be normally located in the same geographic area as the ERT-A members, and may actually rendezvous first with the ERT-A at the State EOC, temporary DFO, or at a mobilization center, if established.

The EST will serve as the central point of contact for IST members in transit. The EST will assign a POA or reporting location, and will identify the official to whom each IST member will initially report upon arrival. In cases where the official has not been identified prior to departure, it is incumbent upon IST team members to contact the EST upon arrival in the disaster area, who will pass the information on to the IST Commander and ESF #9 Leader. The IST Commander should maintain contact with FEMA Headquarters to ensure the IST members have up to date information. The IST Commander is responsible for tracking and monitoring the location and well being of all IST members. Since some of the IST members may depart or arrive at different times or location and assignments may differ, they may not have an opportunity to meet together prior to deployment. The IST Commander should make every effort to convene a full IST meeting at the first possible opportunity. If a full team meeting is not possible, the IST Commander should contact each member to provide an updated situation report. A conference call may be the most effective means to accomplish this.

FEMA may elect to use various methods of travel for ESF #9 personnel, including Department of Defense (DoD), commercial air, emergency response vehicles, or private vehicles as available. In some cases, ground transportation for nearby resources may be the most appropriate method of transportation. FEMA will provide reimbursement for allowable costs incurred for transportation and subsistence while under the activation order, consistent with Federal travel regulations and any applicable MOU/Memorandum of Agreement (MOA).

FEMA will maintain a contract with a 24-hour, seven-day-a-week travel service in accordance with the terms of a cooperative agreement or other arrangement. This service will normally be used for commercial IST travel arrangements, rental transportation, and lodging. IST members will be provided necessary information with the activation orders.

All IST members will be suitably equipped to mobilize within 2 hours of activation with clothing, medical, and personal needs for up to 14 days. (See IST Personal Equipment List.)

During disasters where a large geographic area is affected and/or multiple States are involved in response operations, there may be a need to increase the size of the IST. The decision to deploy additional IST members is made by the EST based on the recommendations of the responsible FEMA region, State officials, and the ESF #9 Leader and IST.

1. Single Site, Single DFO Events

Disasters involving a single site or small geographical area will have a single DFO established to facilitate the management and coordination of ESF resources. The IST will establish its IST BoO in or adjacent to the DFO.

IST command, operations, planning, logistics, and finance/administration functions to manage and coordinate ESF #9 resources are performed from the IST BoO.

2. Multi-site, Single DFO Events

Disasters involving multiple sites or large geographical areas within a single State will have a single DFO established to facilitate the management and coordination of ESF resources. The IST will establish its IST BoO in or adjacent to the DFO.

IST command, operations, planning, logistics, and finance/administration functions to manage and coordinate ESF #9 resources are performed from the IST BoO. Members of the IST Operations Section and other members of the IST may deploy to remote sites to facilitate the management and coordination of ESF #9 resources.

3. Multi-site, Multi-DFO or Multi-region Events

Disasters involving multiple sites in multiple States or FEMA regions will have multiple DFOs established.

IST command, operations, planning, logistics, and finance/administration functions to manage and coordinate ESF #9 resources are performed from the IST BoO. Members of the IST Operations Section and other members of the IST may deploy to remote sites to facilitate the management and coordination of ESF #9 resources.

- The EST may coordinate Federal response activities for multiple regions during a disaster such as an earthquake affecting multiple regions and states. The ESF #9 Leader and the IST Commander will establish the IST BoO in a location to be determined by the EST.
- In the event of two disasters occurring in separate regions simultaneously, there will be two separate DFOs established and there may be two separate ISTs. Each IST will establish their BoO in the DFO or adjacent to it.

E. LOCATION WITHIN THE EMERGENCY RESPONSE TEAM

The IST operates within the ESF #9 Group of the ERT. As illustrated in Figure III-1, the IST Section Chiefs report to the IST Commander who reports to the ESF #9 Leader. The ESF #9 Leader reports to the ERT Emergency Services Branch Chief.

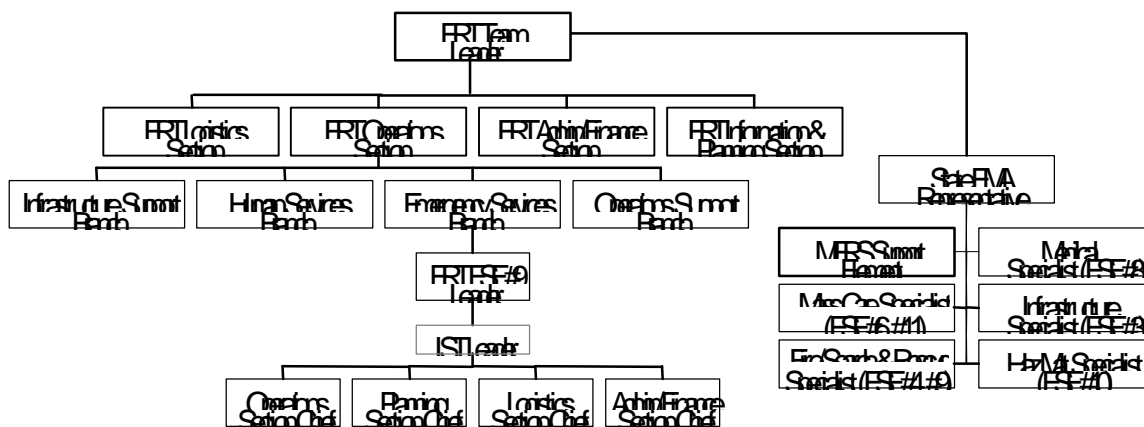


FIGURE III-1: IST Location within the ERT

F. OPERATIONS

While responding to or functioning at a disaster, the IST may be provided with a flow of situation assessment and needs identification information from the EST, ROC, State EOC, or DFO through the ESF #9 Leader.

Upon arrival at the ERT, the IST Commander, in coordination with the ESF #9 Leader, makes assignments and preparations for ESF #9 resource deployment to the field. These could include the following:

- IST POA/Mob Center Specialists:
 - ◊ POAs
 - ◊ Mobilization centers
- IST US&R Specialists:
 - ◊ Regional, State, or local EOCs
- IST Operations Section staff:
 - ◊ Specific or local incident site.

Once assignments are made, the IST will issue needed equipment to support each IST field element. Prior to deployment, IST field personnel should receive a briefing, including the Federal, State or local points of contact at various facilities or locations, mission orders, and relevant procedures for communications and supply.

There are instances where IST members do not have an opportunity to rendezvous with the IST Commander. In these cases, time requirements may dictate that they be deployed directly to the POA or mobilization center as necessary. Based upon this contingency, all rostered IST members should maintain their own response pack containing personal gear, necessary guides, and forms needed to fill their assigned IST position.

The IST coordinates the following activities:

- Providing Federal, State, and local officials with technical assistance in the acquisition and utilization of ESF #9 resources;
- Providing advice and incident command assistance to local emergency management officials;
- Managing and coordinating of US&R task forces through the Task Force Leaders;
- Coordinating ESF #9 logistical requests and requirements, including resupply and transportation through other Federal departments and agencies in the ERT;
- Recommending to the ESF #9 Leader activation of additional resources;
- Providing the ESF #9 Leader with situation reports, incident action plans, briefings, resource status reports, historical documentation, and other information;
- Collecting information from the IST US&R Specialist;
- Insuring ESF #9 personnel processing procedures are maintained;
- Developing cost estimates for ESF #9 operations;
- Preparing demobilization plans; and
- Minimizing disaster site health risks and assuring the well being of all assigned ESF #9 personnel.

1. Command and Control

During the initial phase of operations the ESF #9 Leader and IST arrive in the affected State and immediately integrate into the ERT-A. Command and control for the management of ESF #9 activities in the field is transferred from the EST ESF #9 to the ERT ESF #9 Leader.

During the notification and initial deployment phase, the EST ESF #9 maintains overall management and coordination of ESF #9 resources. The ERT ESF #9 Group assumes management and coordination of ESF #9 resources when the IST is operational at the disaster.

2. US&R Task Forces

- The IST will coordinate with State and local emergency management officials to determine the appropriate applications and assignments for ESF #9 resources and the strategic goals and objectives for the task forces.

- IST staff will serve as the primary point of contact between State and local emergency management officials and the task forces.
- The IST Commander, in coordination with the ESF #9 Leader, will assign IST Operations Section staff to manage and coordinate the US&R task forces through the Task Force Leaders.
- Task Force Leaders are responsible for the management, coordination, and supervision of task force elements and functions; and for implementation and completion of tactical goals and objectives to accomplish the strategic goals and objectives.
- Task Force Leaders are responsible for managing and supervising task force elements from the time of activation through the return to the home jurisdiction.
- The IST maintains the responsibility for coordinating the activities of task forces working on the same incident site, among supporting organizations, and among other incident sites.
- The IST will coordinate the re-supply, logistical support, and demobilization of all task forces until returned to their original point of departure.

G. DEMOBILIZATION

The ESF #9 components will be demobilized in accordance with the demobilization plan prepared by the IST Planning Section and implemented and managed by the IST Logistics Section. IST US&R Specialists will be deactivated by the IST Commander in consultation with the appropriate IST Section Chief or the official at the location where the Specialists are working. The IST POA/Mob Center Specialists at the mobilization center, POA, or staging area will not depart their assigned facilities until the US&R task forces have left those facilities. IST POA/Mob Center Specialists may be reassigned after the task forces leave the facility. For example, once the task forces go to the POD, the IST Commander may order the IST POA/Mob Center Specialists to travel with the task forces to provide support at the new site.

1. Demobilization Planning

In conjunction with ERT ESF #5 demobilization requirements, the IST Demobilization Unit Leader will develop a demobilization plan and will discuss this plan and receive plan approval from the IST Commander and ESF #9 Leader. As the IST US&R Specialists at the State and local EOCs provide information that US&R operations are winding down, the IST reviews the demobilization plan and provides the IST/EST with this information for EST ESF #9 Cell planning and demobilization.

Once the local jurisdiction requests that the task forces be deactivated, the IST Commander coordinates with the ESF #9 Leader to receive a decision on the disposition of the US&R task forces. If the State does not want the task forces to be demobilized, it will request that the task forces be (1) reassigned to another affected

jurisdiction or (2) restaged at the mobilization center. Once a task force is restaged, the State will reassess needs in other affected areas and will assign the task force or will order a demobilization within an agreed upon time frame.

The Task Force Leaders will follow the demobilization plan prepared by the IST. The ESF #9 Leader, in conjunction with FEMA Headquarters and ESF #9 at the EST, will issue written demobilization orders to the task force's sponsoring State and local jurisdictions. If a task force is demobilized, the ESF #9 Leader will assign one of the ESF #9 support agencies to order ground or air transportation to return task forces to the mobilization center or home locations. While the task force is at the mobilization center or other location awaiting transportation to their home base, the IST POA/Mob Center Specialist and other IST personnel will work with the task force at the mobilization center to accomplish the following:

- Provide status briefings on the availability and time for leaving the affected area.
- Review process for financial reimbursement.
- Assist in the completion of property accountability documentation.
- Assess the condition of equipment and initiate plans to rehabilitate or replace equipment.
- The IST Commander will identify and convey requirements for incident stress defusing, debriefing, or other treatment resources to the ESF #9 Leader.

The IST component will not completely demobilize until all ESF #9 resources, both task forces and technical specialists, have returned to their home jurisdiction. The IST Commander must approve any recommendation by the IST Section Chiefs to demobilize IST personnel. This will be accomplished through approval of a written demobilization plan, which is coordinated through the ESF #9 Leader, through the affected State. Once all IST personnel have been demobilized, ESF #9 will officially be deactivated by the ESF #9 Leader.

IST members should continue to coordinate with FEMA's contract travel agency to facilitate their return home. Rental car returns are the responsibility of the individual lessee.

The deactivation of ESF #9 is a joint decision of the IST Commander, ESF #9 Leader, and the ERT Operations Section Chief. This decision will be based on no further need for US&R activities as requested by the State and the condition and availability of the US&R task forces on the scene. The stand-down process involves phasing out operations. This includes the process of demobilizing all ESF #9 resources and returning personnel and equipment to their points of origin. In addition, the stand-down phase involves the process of evaluating individual performance, after-action critique while still on-scene and returning all ESF #9 resources to a state of readiness for future

activations. Individual performance evaluations and after action reports are an essential part of the program and should be built into the ESF #9 demobilization plan.

In order for an individual's experience to be recorded for future reference, FEMA should update their IST personnel database upon the conclusion of the mission. This would include the person's name, position filled, type of incident, address, phone number, employer's name and address, and any special information. The IST Finance/Administration Section Chief is responsible for preparing the database for FEMA use.

2. Return to Readiness

The IST Commander ensures the inventory and return of the IST Equipment Cache and the resupply of expendable items on site, when possible. Lost or missing items should be noted, in writing, with an explanation of the circumstances surrounding their loss using FEMA Form 61-10. Cache equipment should be shipped to the assigned pre-disaster destination prior to the IST's departure. Shortages not replaced at the disaster should be identified in writing and written records included in the kits.

The ERT and the IST will ensure that all ESF #9 property is accounted for and disposition reports are completed.

Disposable supplies will be recorded during the exit inventory and will be placed in appropriate waste containers. Any hazards will be identified and reported to local officials. In general, site clean-up should leave the place in as least as good condition as it was found.

H. INDIVIDUAL PERFORMANCE EVALUATION

Individual performance of all members of the IST will be evaluated by their supervisors using ICS Form 226 — Individual Performance Rating. Each employee and their supervisor will sign the rating form at the conclusion of the rating discussion. A separate form is completed for each IST position held. Section Chiefs should review all appraisals for team members in their section. The IST Commander will review and countersign all ratings where the overall rating is outstanding or unsatisfactory. Each employee is given a copy of their appraisal at the end of their assignment. The IST Commander will be evaluated by the ESF #9 Leader. Completed appraisals are forwarded to the IST Documentation Unit.

I. AFTER-ACTION PROCESS

Just as the demobilization process begins with the activation, so does the after-action process. With approval from the IST Commander during the mission, the IST Planning Section Chief should constantly reinforce the need for IST personnel to document any issues or items that may be included or reviewed in the after-action process. This will be accomplished using the IST After-Action Debriefing form, in order to identify operational issues, lessons learned, and initiate a corrective action plan.

The debriefing may be conducted in a two-stage process with the first phase beginning prior to the release of the IST from the incident, preferably prior to transport home. If required, the second phase is the more detailed debriefing that occurs after the IST personnel have time to rehabilitate themselves after returning from their assignment.

- Phase One — After-Action Debriefing

At the earliest convenient opportunity, the IST Planning Section Chief should announce that a debriefing will be conducted and identify a facilitator, establish meeting objectives and ground rules for the debriefing session. The debriefing is intended to provide IST members an opportunity to express their concerns and identify action items. The debriefing is normally done by function, starting with the planning function and concluding with ESF #9 management. This will introduce issues that need to be discussed while the focus is still on the mission and issues are still fresh in the minds of the team members. Issues that surface will be documented and serve as the basis for the IST After-Action Report.

- Phase Two — After-Action Meeting

The ESF #9 Leader, EST, and IST Commander will evaluate the need for a Formal After-Action Meeting and determine the appropriate level of participation based on the incident scope and complexity. This meeting should be scheduled as soon as possible following demobilization from the incident. The input from Phase One – After-Action Debriefing will provide the basis for the agenda for the After-Action Meeting. The output from this meeting will be used to prepare the IST After-Action Report.

The after-action process should address at a minimum, the following topics:

- Safety concerns related to all aspects of the mission.
- Management and coordination issues such as cooperation, effectiveness, and integration of ESF #9 resources into the local jurisdiction's system.
- The information flow between functional elements, between ESF #9 resources, and the local Incident Command System, between the task forces and the IST, and the ESF #9 resources and the EST.
- Communications issues including frequency planning, effectiveness of the radio coverage, and communication equipment, etc.
- Effectiveness of planning activities for ESF #9 operations. This should extend to ESF #9 operational briefings and debriefings. This would include both general and technical information. The effectiveness of shift scheduling, rotations, and shift change should also be assessed.

- Logistical issues including the physical layout and management of the IST BoO as well as work site management and control.
- IST Equipment Cache management, including cache set up and organization, care and maintenance of tools and equipment, and the periodic evaluation of reserves should be reviewed.
- Medical issues, including the care and treatment of ESF #9 personnel, related canine issues, victim treatment including hand-off problems and tracking, and the management of controlled drugs, medicines, and supplies.
- Supply logistics, including the effectiveness of resupply requests, coordination and sharing of equipment between work sites, effectiveness of property accountability and resource tracking, adequacy of support facilities including sanitation, feeding, sleeping arrangements, and transportation issues.
- Interpersonal skills and overall performance of ESF #9 supervisors and personnel.

J. INCIDENT SUPPORT TEAM AFTER-ACTION REPORT

The IST Commander will ensure an IST After-Action Report is produced to include a documentation of activities, lessons learned, problems encountered, positive aspects and recommendations for corrective actions. The After-Action Report shall be forwarded to the FEMA Program Officer, Attention Corrective Action Officer within 30 days.

IST After-Action Report Format

The final written report should include:

- An executive summary;
- An introduction describing the overview of the mission, including the ESF #9 mission assignment;
- A chronology of events including alert, activation, mobilization, on-site operations, and post mission activities (incident stress management sessions, equipment rehabilitation, and mission debriefings);
- An evaluation of the effectiveness of the IST organization, call-out procedures, operating procedures, operational checklists, position descriptions, IST Equipment Cache, and prior IST training;
- Evaluation of the mission operations, alert/activation procedures, logistical movement and resupply activities, on-site coordination with the ERT, and other ESFs, task forces, and effective integration into the local incident management structure; and

- Recommendations for changes within the National US&R Response System to enhance future activities.

The following format should be used to address issues and recommendations in the appropriate section of the After-Action Report:

- Statement of Issue
 - ◇ This is the perception and the definition of the issues or observation, specific in nature and can usually be contained in one or two sentences.
- Background Discussion
 - ◇ The background discussion provides relevant background information to clarify and support the statement of issue.
- Recommended Action
 - ◇ This section must contain complete, precise and specific actions that provide necessary steps to implement, change, or improve the statement of issue.
- Assigned Responsibility
 - ◇ This section should identify the agency or organization with responsibility to take the recommended action, if the issue statement and supporting sections are approved.

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IV. FUNCTIONAL RESPONSIBILITIES

A. IST COMMAND

The Emergency Services Branch of the ERT Operations Section is responsible for approving all ESF #9 mobilization and demobilization activities, requisitions for accountable property to support ESF #9 activities, and coordination with senior Federal, State, and local officials. ERT ESF #9 activities are managed by the ESF #9 Leader who reports to the ERT Emergency Services Branch Chief. The ESF #9 Leader ensures that ERT strategic objectives are accomplished and identifies procurement limitations. ERT ESF #9 functions include, but are not limited to, providing Federal, State, and local officials with technical assistance in the acquisition and utilization of ESF #9 resources through advice, incident command assistance, management, and coordination of US&R Task Forces, and obtaining ESF #9 logistic support. ERT ESF #9 Group functions are accomplished by the IST. The IST Commander who reports to the ERT ESF #9 Leader manages the IST. When more than one IST is activated, each ESF #9 Leader and IST will manage and coordinate the ESF #9 resources assigned to them. The EST will arbitrate any management and coordination issues that cannot be resolved in the field.

B. IST COMMAND STAFF

The IST Command Staff is responsible for providing assistance and recommendations to the IST Commander. The IST Command Staff participates in the development and approval of the IST Incident Action Plan (IAP). The IST Safety and IST Liaison Officers report to the IST Commander. The IST Safety Officer develops and recommends measures for assuring personnel safety, anticipates and assesses hazardous or unsafe situations, and coordinates with other Safety Officers. The IST Liaison Officer is the primary point of contact for personnel assigned to the incident by an assisting or cooperating agency that has no direct tactical assignment. Examples of an assisting or cooperating agency are the American Red Cross, Salvation Army, utility company, etc.

C. IST OPERATIONS SECTION

The IST Operations Section is responsible for management and coordination of operations directly related toward accomplishing US&R mission strategic goals and objectives. The IST Operations Section Chief who reports to the IST Commander manages the IST Operations Section.

The IST Operations Section Chief assigns and supervises organization elements within the IST Operations Section in accordance with the IST IAP. The IST Operations Section Chief also requests, reassigns, or releases ESF #9 resources with the concurrence of IST Commander and ESF #9 Leader, recommends expedient changes to the IST IAP as necessary, and leads the preparation of the operational section of the IAP.

When activated, the IST Operations Branch is responsible for the implementation of that portion of the IST IAP assigned to the Branch. The IST Branch Director reports to the

IST Operations Section Chief. IST Branch Directors participate in planning and briefing meetings, as directed.

IST Division/Group Supervisors are responsible for the implementation of assigned portions of the IST IAP. IST Division/Group Supervisors report to the IST Operations Section Chief or IST Branch Director when activated. A Division is a defined geographical area such as the floor of a building, multiple buildings, or section of a city. A Group is composed of resources assembled to accomplish a specific function not necessarily within a single geographical area. IST Division/Group Supervisors participate in planning and briefing meetings, as directed.

Each US&R task force is responsible for meeting assigned tactical goals and objectives which contribute toward accomplishing IST IAP strategic goals and objectives. The Task Force Leader is responsible for the management, coordination, and supervision of task force elements and functions. The Task Force Leader usually reports to the IST Operations Section Chief, but may report to an IST Branch Director or an IST Division/Group Supervisor when these positions are implemented in the incident organization.

D. IST PLANNING SECTION

The IST Planning Section compiles and distributes the IST IAP. The IST Planning Section is responsible for collection, evaluation, and dissemination of information about incident developments, the status of assigned/requested ESF #9 resources, and incident demobilization. Information is needed to understand the current situation, predict incident events and probable results of action, prepare alternative ESF #9 strategies, and provide for orderly, cost effective demobilization of assigned ESF #9 resources. The IST Planning Section Chief, who reports to the IST Commander, manages the IST Planning Section.

Some incidents may require the use of technical specialists who have specialized knowledge and expertise. Initially, technical specialists are assigned to the IST Planning Section, but can be reassigned where their services are required.

IST US&R Specialists provide information about the National US&R Response System and IST and US&R task force capabilities and use to ROC, State, and local EOC officials. They may also provide incident command assistance to local EOC officials in the use of local resources during US&R activities. IST US&R Specialists report to the IST Planning Section Chief. If IST US&R Specialists are reassigned to provide management and coordination of task forces, they will be assigned to the IST Operations Section as an IST Branch Director or Division/Group Supervisor and report to their appropriate IST Operations Section supervisor.

1. Planning

Written documents are required for effective incident action plans, and strategic and demobilization planning. The IST IAP covers accomplishments for the last operational period, objectives for the current operational period, and critical issues. Strategic plans

projecting incident status are prepared several days in advance of each operational period and are modified to reflect current projections. Depending on ESF #9 resources deployed and level of activity, various attachments covering medical, safety, communications, and other detailed information are added to the IST IAP.

Strategic plans are developed from on-going contact with the ERT Information and Planning Section. These plans, developed from the FEMA/State meeting, referred to as advance plans in the ERT, address activity several days beyond the current operational period. The IST Planning Section should develop stand alone strategic plans for ESF #9 activities and provide input to the ERT strategic plan for the disaster.

Demobilization planning should be started early in the incident by the IST Planning Section. Demobilization plans become part of the strategic plan and are updated and revised as necessary until implemented. Early planning is necessary to make sure adequate time is allowed for rehabilitation of personnel, equipment, incident stress debriefings, after-action report gathering, and transportation arrangements. The IST Logistics Section implements the demobilization plan after providing information to the IST Demobilization Unit in the IST Planning Section during demobilization plan development.

2. Information Flow

An Operations Briefing will be held prior to the start of each operational period. The briefing covers objectives, current information, tactical assignments, personnel, safety, medical, and other logistics issues. During each operational period, the IST Situation Unit in the IST Planning Section contacts the IST Operations Section Chief to gather the latest information on the accomplishments, recommendations, and priorities for the next operational period. Task Force Leaders are expected to report their accomplishments and recommendations for the next operational period in their assigned work area to the assigned IST Division/Group Supervisor.

3. Situation Reporting

The IST Situation Unit prepares current reports on the disaster situation and on ESF #9 activities for the IST. The IST Planning Section will provide the ERT Information and Planning Section with a summary report of the most current ESF #9 activities for the preparation of the ERT situation report.

4. Resource Status

The IST Planning Section will track all ESF #9 resources deployed to the disaster area. Information will be kept on current status and location of all ESF #9 resources. Status will be prominently displayed in the IST Planning Section work area and information about resource status will be provided to the ERT and EST, as required.

E. IST LOGISTICS SECTION

The IST Logistics Section is responsible for providing ESF #9 resources with facilities, services, and materiel in support of the incident. The IST Logistics Section Chief who reports to the IST Commander manages the IST Logistics Section. An objective of the

National US&R Response System is self-sufficiency for 72 hours without creating any negative effect on State or local governments requesting Federal assistance. The IST Logistics Section anticipates potential logistical support needs for all ESF #9 resources which include resupply, medical, food, transportation, facilities, technical equipment, radio frequencies, etc. The IST Logistics Section Chief, in close consultation with the IST Finance/Administration Section Chief and the ESF #9 Leader, is responsible for ensuring that Federal procurement principles and practices are followed.

During the initial stages of the disaster, the DFO is not operational and the IST will probably be working at the State EOC, in a nearby temporary facility in close proximity, or at the local EOC. Once the DFO is operational, the IST relocates the IST BoO to the DFO and/or other location and provides full service and support to all assigned ESF #9 resources. During the initial stages of the disaster, the IST should prepare to respond to task force needs. When the DFO becomes operational, the IST, through the ESF #9 Leader, has access to Federal agencies and departments, which have the capability to support various needs of the ESF #9 resources.

Some examples of the available support within the DFO are:

- Medical Items: ESF #8 (Public Health Service, Veterans Administration);
- Supplies & Equipment: General Services Administration (GSA), United States Department of Agriculture (USDA) Forest Service, and the DoD;
- Communications: GSA, USDA Forest Service; and
- Transportation: Department of Transportation (DOT), DoD, FEMA.

1. Resource Ordering

ESF #9 resource requests originate primarily from three sources: State/local governments, ESF #9 Group at the DFO, and from activated US&R task forces. The initial ordering process for ESF #9 resources prior to a functioning DFO should originate at the local level after initial situation assessments are conducted. The request goes through local channels to the State's emergency management agency which forwards it to the FEMA ROC. The ROC processes the request through the EST at FEMA Headquarters. All ESF #9 resources must be requested by the State before being processed by Federal agencies. Requests for ESF #9 resources will eventually be processed through the DFO after it becomes operational.

During an incident, State and local US&R requests may be communicated to the DFO, which forwards them to the ESF #9 Leader. ESF #9 requests are typically for US&R task forces and technical specialists.

The IST Commander may request additional US&R task forces, additional staffing for ESF #9 functions, and logistical support for the ESF #9 Group. Such requests are forwarded to the ESF #9 Leader for approval.

The US&R task forces may request logistical support, resupply, and transportation. These items are requested from the IST, which forward the requests through the ESF #9 Leader to the appropriate agencies and ESFs within the DFO. Once task forces are assigned to an incident, all task force procurements must be processed through the IST. Emergency procurements authorized in the Task Force Activation Order are exempt from this requirement.

The process for ordering supplies, equipment, and personnel may vary depending on the size and complexity of a particular disaster; however, basic ordering principles and procedures should be followed regardless of the situation.

The IST Logistics Section provides ESF #9 resources with support and services. All IST Logistics Section Unit Leaders report to the IST Logistics Section Chief.

2. IST Communication Unit

IST communication equipment distribution, maintenance, inventory, and planning is provided by the IST Communication Unit. The IST Communication Unit also provides planning and communications logistical support to US&R task forces, as needed.

Requests by Task Force Leaders or IST members for additional radios and related equipment are reviewed by the IST Logistics Section Chief, approved by the IST Commander, and processed by the IST Communications Unit Leader. Depending on the status of the disaster, equipment may be obtained by redistribution of on-site equipment or ordered through the DFO. Communication needs are planned for in advance by the IST Communications Unit Leader by participating in the incident action and strategic planning process. Communication planning requires the IST Communications Unit Leader to work closely with counterparts in the ROC, State EOC, and the DFO.

When appropriate, the need for communication equipment, maintenance, and repair is anticipated by having extra equipment to provide rotation and by having service technicians available to make prompt repairs. Equipment inventory includes a tracking process to assure prompt return of all communications and related equipment and to provide accountability in case equipment is not returned.

3. IST Medical Unit

The IST Medical Unit Leader provides medical care to the IST; functions as medical liaison between US&R resources, the ERT, and local health care resources; and produces all necessary IST medical reports. The IST Medical Unit Leader provides direction to the IST Veterinary Specialist in providing canine medical care.

The IST Medical Unit Leader anticipates the need for medical supplies and services based on the IST IAP, assists the IST Supply Unit Leader to assure appropriate medical supplies

are ordered, and provides medical services and illness or injury documentation for ESF #9 personnel. The IST Medical Unit Leader, with the IST Safety Officer, are responsible for developing the medical component for the IST IAP. This role involves performing health risk assessment of the disaster site and mitigating risks to ESF #9 personnel.

4. IST Transportation Unit

The ESF #9 transportation resources are provided by the IST Transportation Unit. The Federal government provides transportation for ESF #9 resources in order to minimize the demands on the affected State and localities. If local agencies volunteer local transportation, it may be used as long as IST IAP objectives are met. The IST Transportation Unit Leader, through contact with the IST Logistics Section Chief, IST POA/Mob Center Specialists and IST US&R Specialists assures transportation is available when and where needed. The IST Transportation Unit Leader should work closely with the IST Resources Unit Leader to assure status is maintained on transportation resources assigned to all ESF #9 activities.

5. Mobilization Centers

IST POA/Mob Center Specialists are assigned to the mobilization center and other areas to support task force movement into the affected area. IST POA/Mob Center Specialists report to the IST Transportation Unit Leader. The IST POA/Mob Center Specialist assumes responsibility for coordinating task force needs with facility managers and coordinates with the Task Force Leader, IST Transportation Unit Leader, IST Facilities Unit Leader, and the IST Logistics Section Chief. An IST POA/Mob Center Specialist should be represented at every Federal facility processing incoming or demobilized task forces. The Specialist provides briefings and situation assessment information to the task forces; expedites task force assignments to field operations; and exchanges and provides DFO, ESF #9, and other relevant point of contact phone and radio frequency information.

6. IST Facilities Unit

The IST Facilities Unit provides for workspace, maintenance, use coordination, and set up of equipment and supplies in support of IST operations. During the initial stages of a disaster, IST members may be using facilities already established and operating, such as the ROC, State, and local EOCs. The IST Commander should give direction to the IST Logistics Section, as needed, to plan for and obtain necessary space for IST operations at the DFO and POA/Mob Centers. The IST Facilities Unit Leader, working with the IST Logistics Section Chief, assures that provided space and facilities meet ESF #9 needs and are equipped, supplied, and maintained to meet future needs.

F. IST FINANCE AND ADMINISTRATION SECTION

The IST Finance/Administration Section is responsible for all ESF #9 resource, financial, administrative, and cost analysis aspects of the incident. The IST Finance/Administration Section is also responsible for ESF #9 personnel timekeeping, claims, contractual obligations, and other administrative functions. The IST Finance/Administration Section Chief, who reports to the IST Commander, manages the IST Finance/Administration

Section. The IST Commander, in consultation with the ESF #9 Leader, will request and approve the Section's tracking of ESF #9 financial expenditures.

1. IST Time Unit

The IST Time Unit Leader is responsible for recording and tracking ESF #9 personnel time during the incident. This information is shared with the IST Resources Unit Leader in the IST Planning Section for tracking the status of all ESF #9 resources. The Time Unit Leader will obtain Task Force time records prior to demobilization.

2. IST Procurement Unit

The IST Procurement Unit will be the primary point of contact for all ESF #7 (GSA) transactions. Procurement actions not handled by the IST Logistics Section will be processed by the IST Procurement Unit Leader after consultation with the IST Finance and Administration Section Chief. The IST Finance and Administration Section Chief will review and sign all commitment documents for goods and services prior to review by the IST Commander and approval of the ESF #9 Leader.

3. IST Compensation/Claims Unit

The IST Compensation/Claims Unit Leader is responsible for processing all ESF #9 compensation for injury and other claims received as a result of US&R activities and activation. All claims received are tracked from receipt until handed to the ERT Administrative and Finance Section. The IST Finance and Administration Section Chief keeps the ERT leadership informed of the status of all claims.

4. IST Cost Unit

The IST Cost Unit Leader is responsible for collecting all cost data, performing cost effectiveness analyses, and providing cost estimates and cost saving recommendations for ESF #9 resources at the incident.

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V. ADMINISTRATIVE

A. FACILITIES AND SPACE REQUIREMENTS

While the actual physical layout for the IST may vary based on available space and the size of the IST organization, there are several factors common to all operations that need to be considered:

- The IST provides support to the ERT Operations Section and the FCO through the ESF #9 Leader. The office for the IST Commander should be in close proximity to that of the ERT Emergency Services Branch Chief and/or ESF #9 Leader, but within easy reach of the IST. Consideration should be given to locating the IST Planning Section closest to the IST Commander to provide easy access to status and other related displays.
- The IST Planning Section needs a quiet place to work on reports and other documents but also needs to be accessible for those people needing to review section products, share information, and assemble for planning meetings.
- The IST Logistics Section Chief needs to acquire space, supplies, and equipment, such as computers, desks, phones, and copiers, as shown in the inventory of needs in this unit. This should be located away from operational areas and use on-site liaisons, if needed.
- Office space, either in separate walled offices or in an open plan arrangement, should allow for a minimum of 600 square feet for the IST or 15 square feet for each team member. A display area adjacent to the Planning Section should be a minimum of 100 square feet. Another 300 square feet should be available for a shared work/meeting area. A logistics worksheet has been prepared to assist the IST Logistics Section Chief in figuring needs and making those needs known to the ERT Logistics Section.

B. INCIDENT SUPPORT TEAM EQUIPMENT CACHE

The IST Equipment Cache contains items to support the IST mission. Each individual container includes an inventory of its contents. Issued IST Equipment Cache items shall be tracked using ICS 219 T-Cards for property accountability.

A complete inventory is provided in the Appendix E.

C. PERSONAL EQUIPMENT LISTS

Personnel assigned to ISTs must be prepared to safely perform their assigned functions. The following standard items are the recommended minimum for IST personnel:

- 6 short sleeve, navy blue FEMA polo shirts***
- 3 navy blouses FEMA BDU blouse ***
- 3 navy blue BDU pants ***

- 1 long sleeve, navy blue FEMA job shirts ***
- 1 navy blue FEMA ball cap ***
- 1 navy blue or black light jacket
- 1 navy blue or black heavy jacket
- 1 pair cold weather gloves
- 1 set rain gear
- 7 pair underwear
- 7 pair socks
- 1 pair boots with steel toes
- 1 safety helmet with chin strap***
- Gloves
- Eye protection
- Hearing protection
- 1 bath towel
- 1 wash cloth
- Personal hygiene and grooming kit
- Picture ID
- Eye glasses
- Sunglasses
- 2-weeks worth of medications
- Flashlight, with spare batteries and bulbs
- \$300 cash
- Credit card
- Wristwatch
- Sleeping Bag
- Food & Water for 24 hours
- Administrative kit for assigned position.

[*** Indicates FEMA provided]

D. FORMS, REPORTS, AND GUIDES

The following forms are provided for IST use and include completed examples to assist the user in proper use. Blank forms are provided in Appendix J for duplication purposes. The Planning and Shift Guides A, B, and C are used in the Planning Section to assist in meetings, briefings, and the planning process.

- DOL - CA-1 Federal Employee's Notice of Traumatic Injury and Claim for Continuation of Pay/Compensation
- DOL - CA-2 Notice of Occupational Disease and Claim for Compensation
- DOL - CA-7 Claim for Compensation
- DOL - CA-17 Duty Status Report
- DOL - CA-20 Attending Physician's Report
- FEMA FF 40-1 Requisition and Commitment for Services and Supplies
- FEMA FF 60-1 Requisition for Supplies, Equipment, and/or Services

- FEMA FF 61-8 Property Transfer Report
- FEMA FF 61-9 Custody Receipt for Government Property on Personal Charge
- FEMA FF 61-10 Government Property Lost or Damaged (GPLD) Survey Certificate
- ICS 202 Incident Objectives
- ICS 203 Organization Assignment List
- ICS 204 Division Assignment List
- ICS 205 Incident Radio Communications Plan
- ICS 206 Medical Plan
- ICS 211 Incident Check-In List
- ICS 213 General Message Form
- ICS 214 Unit Log
- ICS 218 Support Vehicle Inventory
- ICS 219 T-Card
- ICS 221 Demobilization Checkout
- ICS 226 Individual Performance Rating
- SF-61 Employment Affidavit
- US&R—006 After-Action Debriefing
- US&R—007 Time Record
- US&R—012 IST Office Requirements Letter
- US&R—013 ESF #9 Fatality Procedure
- US&R—014 Patient Referral
- US&R—015 Medical Intelligence Data
- US&R—016 IST/Task Force Injury/Illness Log
- US&R—201 Operational Briefing
- US&R—205-T US&R Communication Plan — Telephone
- US&R—207-IST IST Organization
- US&R—209 Situation Report
- US&R—Guide A Planning Cycle Time
- US&R—Guide B Planning Process Checklist
- US&R—Guide C Shift Briefing Format.

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VI. POSITION REQUIREMENTS

Preferred requirements, duties, and responsibilities have been identified for all positions on the IST. These preferred requirements may take years for some individuals to meet. Similar courses taken by the individuals that meet the course objectives of the courses listed in this unit may be substituted. FEMA will offer some of the preferred courses and it will be up to the individuals to obtain other courses through other sources.

Preferred requirements may be waived by FEMA on a case-by-case basis when the individual in question has demonstrated performance or understanding of the position or functional area.

Preferred requirements are subdivided into two categories: general requirements; and training and certification requirements.

A. GENERAL REQUIREMENTS

Each IST member shall meet the following general requirements to comply with minimum mobilization and performance standards. More specific standards for each position are addressed in the individual position descriptions.

Every IST member shall:

- Be physically fit to perform the assigned position in the disaster environment and have no physical or mental limitation or condition that precludes the safe performance of essential job duties.
- Have successfully completed a recognized American Red Cross Basic First Aid and American Heart Association Cardiopulmonary Resuscitation (CPR), or equivalent courses.
- Be aware of the signs, symptoms, and corrective measures for the effects of extended incident stress.
- Be available on short notice to mobilize within 2 hours of request and be self-sufficient for at least 24 hours (with approved equipment and supplies list) for a response assignment of up to 14 days.
- Be able to work in hazardous and stressful situations, including extreme environments of heat and cold, and be capable of improvising and functioning for long hours under adverse conditions.
- Understand and adhere to safe working practices and procedures as required in the urban disaster environment.

- Maintain current inoculations for diphtheria/tetanus (or tetanus only if there is a contra-indication to diphtheria), measles/mumps/rubella (if born after 1957), polio, and a current TB test. Yearly flu and hepatitis A and B vaccines are also recommended.
- Have an awareness level of the National Interagency Incident Management System (NIIMS) Incident Command System.
- Successfully complete the FEMA IST training course.
- Must have an awareness level of the task force functions; urban search and rescue operations, tactics, strategy, and safety considerations, including the FEMA US&R Operational System Description (OSD) and Mission Operational Procedures; and general State/local emergency management structure.
- Must have an awareness level of the FRP; the FEMA US&R Response System, its organizational structure, operating procedures, safety practices, terminology, and communicating protocols; and IST procedures.
- Must possess strong skills in interpersonal relations and the ability to interact with diverse disciplines.
- Must have the ability to communicate effectively both orally and in writing. Must be capable of following complex written and oral orders and writing clear and concise reports.
- Must have an awareness level knowledge of communications and office automation systems (portable radios, pagers, cellular telephones, computers), and electronic transfer of information.
- Must have an operations level knowledge of computer word processing applications.
- Must attend the respective task force position-specific FEMA training, when available.

B. TRAINING AND CERTIFICATION REQUIREMENTS

Qualification for a position on the IST depends upon training, experience, and demonstrated ability. Table VI-1 lists target training course requirements. When certified by the employee's agency manager for a specific IST position and availability for deployment, the individual should meet all prerequisites for the position and be qualified to perform them.

1. Definitions

- **Qualified individual.** A person whose agency has documented that they have met all training, experience, and fitness requirements for the position.

- **Certification.** The written process that an agency manager uses to confirm that an individual is qualified to perform in a specified IST position.
- **Experience.** Satisfactory performance evaluations from previous deployments in the position or function being considered.
- **Arduous physical fitness requirement.** The duties of the position require primary field work performance by individuals with above average endurance and physical conditioning. Occasional demands for extraordinarily strenuous activities over extended periods of time may be necessary. Activities include walking, climbing, twisting, bending and moderate lifting with the work pace set by the disaster situation. May be required to perform productive work for extended periods of time.
- **Moderate physical fitness requirement.** The duties require occasional field work performance by individuals with average endurance and physical conditioning. Individuals usually set their own pace. Disasters occasionally demand moderately strenuous activity over long periods of time. Activities include standing or walking, stooping, and/or moderated lifting for long periods of time.
- **Light physical fitness requirement.** The duties mainly involve office type work with occasional field activity characterized by light physical exertion requiring individuals to be in basic good health. Individuals almost always govern the extent and pace of their physical activity. The activities may include climbing (such as stairs), standing, operating a vehicle, some bending, stooping, or light lifting. Long hours of work may be necessary.
- **Knowledge.** The degree of understanding of the subject matter and its practical application through training and performance by the indicated levels of awareness, operations, and technician as follows:
 - Awareness—This level represents the minimum understanding capability of an IST member to allow safe and effective performance of the assignment.
 - Operations—This level represents the capability of hazard recognition, equipment use, and demonstrated performance of all assigned duties as an IST member.
 - Technician—This level represents all elements of the operations level with the additional abilities to solve problems and to provide effective supervision.

TABLE VI-1: Target Training Courses Requirements

	First Aid // CPR	Haz Mat Awareness	I.C.S. — I-100	I.C.S. — I-200 Modules 1-2, 3, 4, 5, 6	I.C.S. — I-300 Modules 7, 8, 9, 10, 11	I.C.S. — I-400 Modules 12, 13, 14	ICS-specific position functional course		Incident Support Team	FEMA US&R Logistics Specialist	FEMA US&R Communications Specialist	FEMA Technical Search Specialist	FEMA US&R Rescue Specialist	FEMA US&R Structural Collapse Technician	FEMA US&R Structures Specialist
ESF #9 LEADER	X		X	X	X	X			X						
IST COMMANDER	X	X	X	X	X	X			X						
IST SAFETY	X	X	X	X	X	X			X						
IST LIAISON	X		X	X	X	X			X						
IST OPERATIONS CHIEF	X	X	X	X	X	X			X						
IST BRANCH DIR	X	X	X	X	X	X			X						
IST DIV/GRP SUPERV	X	X	X	X	X	X			X						
IST PLANNING CHIEF	X		X	X	X	X			X						
IST SIT UNIT LDR	X		X	X					X						
IST RES UNIT LDR	X		X	X			X		X						
IST DEMOB UL	X		X	X					X						
IST DOCUMENTATION UL	X		X	X					X						
IST — STRUCTURES SPEC	X	X	X	X					X						
IST TECH — GIS SPEC	X		X						X						
IST US&R SPECIALIST	X	X	X	X	X				X						
IST LOGISTICS CHIEF	X		X	X	X	X			X						
IST COMM UNIT LDR	X		X	X					X						
IST MEDICAL UNIT LDR	X		X	X					X						
IST VET SPECIALIST	X		X	X					X						
IST SUPPLY UL	X		X	X					X						
IST TRANSPORTATION	X		X	X					X						
IST FACILITIES UL	X		X	X					X						
IST POA/MOB CENTER SP	X		X	X					X						
IST FINANCE/ADMIN CHIEF			X	X	X	X			X						
IST TIME UL			X						X						
IST COMP/CLAIMS UL			X						X						
IST PROCURE/CONTRACT UL			X						X						
IST COST UL			X						X						
IST ADMIN SPCLST			X						X						

2. ICS I-300 COURSES

- 8. Organizing for Incidents
- 9. Air Operations
- 10. Incident Resource Management
- 11. Incident & Event Planning

3. ICS I-400 COURSES

- 12. Command & General Staff
- 13. Unified Command
- 14. Major Incident Management

4. IST COURSE COMBINES

- I-200—Basic ICS
- Team Building
- US&R Orientation/Management
- Communications Hardware Electronics
- IST/EST Position Training

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VII. POSITION DESCRIPTIONS

Incident Support Team position descriptions, IST position numbers, IST mnemonics, and the IST-A status are summarized in the table below. Complete position descriptions are found in Appendix H.

TABLE VII-1: IST Position Descriptions

IST Position	IST Position Number	IST Mnemonic	IST-A Positions
ESF #9 Leader	IST-001	ESF9	2 per IST-A
IST Commander	IST-002	ISTC	2 per IST-A
IST Operations Section Chief	IST-003	OSCI	2 per IST-A
IST Planning Section Chief	IST-004	PSCI	2 per IST-A
IST Logistics Section Chief	IST-005	LSCI	2 per IST-A
IST Finance/Administration Section Chief	IST-006	FSCI	
IST Safety Officer	IST-007	SOFI	1 per IST-A
IST Liaison Officer	IST-008	LOFI	
IST Operations Branch Director	IST-031	OBDI	
IST Division/Group Supervisor	IST-032	DIVI	
IST US&R Specialist	IST-091	USRS	2 per IST-A
IST Situation Unit Leader	IST-041	SITI	1 per IST-A
IST Resources Unit Leader	IST-042	RESI	
IST Documentation Unit Leader	IST-043	DOCI	
IST Demobilization Unit Leader	IST-044	DMBI	
IST Structures Specialist	IST-045	STRS	1 per IST-A
IST Geographic Information Systems Specialist	IST-046	GISS	
IST Communications Unit Leader	IST-051	COMI	2 per IST-A
IST Transportation Unit Leader	IST-052	TRNL	1 per IST-A
IST Point of Arrival/Mobilization Center Specialist	IST-053	MOBI	1 per IST-A
IST Facilities Unit Leader	IST-054	FACL	
IST Supply Unit Leader	IST-055	SUPL	
IST Time Unit Leader	IST-061	TIME	
IST Procurement/Contract Unit Leader	IST-062	PROC	
IST Compensation/Claims Unit Leader	IST-063	COMP	
IST Cost Unit Leader	IST-064	COST	
IST Administrative Specialist	IST-065	ADMN	
IST Medical Unit Leader	IST-071	MEDI	1 per IST-A
IST Veterinary Specialist	IST-072	VETI	

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VIII. OPERATIONAL CHECKLISTS

Mission operational checklists have been developed for the following positions on the Incident Support Team. These position-specific checklists are located in Appendix I and are preceded by a general checklist germane to all positions. Position-specific checklists have been developed for:

- ESF #9 Leader
- IST Commander
- IST Safety Officer
- IST Liaison Officer
- IST Operations Section Chief
- IST Branch Director
- IST Division/Group Supervisor
- IST Planning Section Chief
- IST Situation Unit Leader
- IST Resources Unit Leader
- IST Documentation Unit Leader
- IST Demobilization Unit Leader
- IST Structures Specialist
- IST Geographic Information Systems Specialist
- IST US&R Specialist
- IST Logistics Section Chief
- IST Communications Unit Leader
- IST Medical Unit Leader
- IST Veterinary Specialist
- IST Supply Unit Leader
- IST Transportation Unit Leader
- IST Point of Arrival/Mobilization Center Specialist
- IST Facilities Unit Leader
- IST Finance/Administration Section Chief
- IST Time Unit Leader
- IST Procurement/Contract Unit Leader
- IST Compensation/Claims Unit Leader
- IST Cost Unit Leader
- IST Administrative Specialist.

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IX. DEMOBILIZATION

The ESF #9 components will be demobilized in accordance with the Demobilization Plan prepared by the IST Planning Section and implemented and managed by the IST Logistics Section. IST US&R Specialists will be deactivated by the IST Commander in consultation with the appropriate IST Section Chief or the official at the location where the Specialists are working. The IST POA/Mob Center Specialists at the mobilization center, POA, or staging area will not depart their assigned facilities until the US&R task forces have left those facilities. IST POA/Mob Center Specialists may be reassigned after the task forces leave the facility. For example, once the task forces go to the POD, the IST Commander may order the IST POA/Mob Center Specialists to travel with the task forces to provide support at the new site.

A. DEMOBILIZATION PLANNING

In conjunction with ERT ESF #5 demobilization requirements, the IST Demobilization Unit Leader will develop a demobilization plan and will discuss this plan and receive plan approval from the IST Commander and ESF #9 Leader. As the IST US&R Specialists at the State and local EOCs provide information that US&R operations are winding down, the IST reviews the demobilization plan and provides the IST/EST with this information for EST ESF #9 planning and demobilization.

Once the local jurisdiction requests that the task forces be deactivated, the IST Commander coordinates with the ESF #9 Leader to receive a decision on the disposition of the US&R task forces. If the State does not want the task forces to be demobilized, it will request that the task forces be (1) reassigned to another affected jurisdiction or (2) restaged at the mobilization center. Once a task force is restaged, the State will reassess needs in other affected areas and will assign the task force or will order a demobilization within an agreed upon time frame.

The Task Force Leaders will follow the Demobilization Plan prepared by the IST. The ESF #9 Leader, in conjunction with FEMA Headquarters and ESF #9 at the EST, will issue written demobilization orders to the task force's sponsoring State and local jurisdictions. If a task force is demobilized, the ESF #9 Leader will assign one of the ESF #9 support agencies to order ground or air transportation to return task forces to the mobilization center or home locations. While the task force is at the mobilization center or other location awaiting transportation to their home base, the IST POA/Mob Center Specialist and other IST personnel will work with the task force at the mobilization center to accomplish the following:

- Provide status briefings on the availability and time for leaving the affected area;
- Review process for financial reimbursement;
- Assist in the completion of property accountability documentation;
- Assess the condition of equipment and initiate plans to rehabilitate or replace equipment; and

- The IST Commander will identify and convey requirements for incident stress defusing, debriefing, or other treatment resources to the ESF #9 Leader.

The IST component will not completely demobilize until all ESF #9 resources, both task forces and technical specialists, have returned to their home jurisdiction. The IST Commander must approve any recommendation by the IST Section Chiefs to demobilize IST personnel. This will be accomplished through approval of a written Demobilization Plan, which is coordinated through the ESF #9 Leader through the affected State. Once all IST personnel have been demobilized, ESF #9 will officially be deactivated by the ESF #9 Leader.

IST members should continue to coordinate with FEMA's contract travel agency to facilitate their return home. Rental car returns are the responsibility of the individual lessee.

The deactivation of ESF #9 is a joint decision of the IST Commander, ESF #9 Leader, and the ERT Operations Section Chief. This decision will be based on no further need for US&R activities as requested by the State and the condition and availability of the US&R task forces on the scene. The stand-down process involves phasing out operations. This includes the process of demobilizing all ESF #9 resources and returning personnel and equipment to their points of origin. In addition, the stand-down phase involves the process of evaluating individual performance, after-action critique while still on-scene, and returning all ESF #9 resources to a state of readiness for future activations. Individual performance evaluations and after-action reports are an essential part of the program and should be built into the ESF #9 Demobilization Plan.

B. RETURN TO READINESS

The IST Commander is responsible for the inventory and return of all IST Administrative Support Kits and the resupply of expendable items where possible. Lost or missing items should be noted, in writing, with an explanation of the circumstances surrounding their loss using FEMA Form SF 61-10. Kits should be shipped to their assigned pre-disaster destination prior to the IST's departure. Shortages not replaced at the disaster should be identified in writing and written records included in the kits.

The ERT and the IST will ensure that all ESF #9 property is accounted for and disposition reports are completed.

Disposable supplies will be recorded during the exit inventory and will be placed in appropriate waste containers. Any hazards will be identified and reported to local officials. In general, site clean-up should leave the place in as least as good condition as it was found.

C. AFTER-ACTION DEBRIEFING

In order to identify operational issues, lessons learned, and initiate a corrective action plan, it is essential that the IST conduct a thorough debriefing of all ESF #9 personnel. This process should be followed for all IST members assigned to the field team and for members assigned to the EST at FEMA Headquarters NIEOC.

The debriefing should be conducted in a two-stage process with the first phase beginning prior to the release of the IST from the incident, preferably prior to transport home. The second phase is the more detailed debriefing that occurs after the IST personnel have time to rehabilitate themselves after returning from their assignment.

- Phase One

At the earliest convenient opportunity, the IST Planning Section Chief should announce that an initial debriefing will be conducted, identify a facilitator, and establish meeting objectives and ground rules for the debriefing session. The initial debriefing is intended to provide IST members an opportunity to express their concerns and identify action items for the second phase of the process. This phase should set the tone for Phase Two. The debriefing is normally done by function, starting with the planning function and concluding with ESF #9 management. This will introduce issues that need to be discussed while the focus is still on the mission and issues are still fresh in the minds of the team members. It also allows the members to express any strong feelings that may have developed during the mission. Phase One also ensures that all IST members are available to participate in the process or complete Form US&R-006 — After-Action Debriefing Form. Issues that surface will be documented and saved for Phase Two. Copies of all material generated should be given to attendees.

- Phase Two

This should be scheduled within 45 days after the ESF #9 personnel return to their official stations. If possible, all IST members who were deployed, along with applicable EST support personnel, should participate in the process. Again, the facilitator must establish and provide meeting objectives and ground rules for the session. The input from Phase One should provide the basic material needed to organize the session. The output from this meeting should be used to prepare the IST After-Action Report.

The debriefing process should address at a minimum, the following topics:

- Safety concerns related to all aspects of the mission.
- Management and coordination issues such as intra-task force cooperation and effectiveness, and integration of the task force into the local jurisdiction's system.
- The information flow among task force functional elements, between the task force and local Incident Command Post, between the task force and the IST, and the task force and the EST while in transit should be assessed.
- Communications issues should be reviewed. This would include frequency planning and use effectiveness of the radio coverage, effectiveness of communication equipment, etc.

- Effectiveness of planning activities for task force tactical operations. This should extend to task force operational briefings and debriefings. This would include both general and technical information. The effectiveness of shift scheduling, rotations, and shift change should also be assessed.
- General physical logistics of the IST operations. This would include the layout and management of the IST BoO as well as work site management and control. A significant component of the IST BoO is the equipment cache area. Equipment cache management, including cache set up and organization, care and maintenance of tools and equipment, and the periodic evaluation of reserves should be reviewed.
- Medical issues, including the care and treatment of task force personnel; related canine issues; victim treatment, including hand-off problems and tracking; and the management of controlled drugs, medicines, and supplies.
- Supply logistics, including the effectiveness of resupply requests, coordination, and sharing of equipment between work sites; effectiveness of property accountability and resource tracking; adequacy of support facilities, including sanitation, feeding, and sleeping arrangements; and transportation issues.
- Interpersonal skills and overall performance of the task force supervisors and personnel.

D. AFTER-ACTION REPORT

The IST Commander will ensure an After-Action Report is produced to include a documentation of activities, lessons learned, problems encountered, positive aspects and recommendations for corrective actions. The after-action debriefing format lists some items by functional areas. Other items may be added or deleted from consideration as needed.

In order for an individual's experience to be recorded for future reference, FEMA should update their IST personnel database upon the conclusion of the mission. This would include the person's name, position filled, type of incident, address, phone number, employer's name and address and any special information. The IST Finance/Administration Section Chief is responsible for preparing the database for FEMA use.

Just as the demobilization process begins with the task force activation, so does the after-action reporting process. With approval from the IST Commander during the mission, the IST Planning Section Chief should constantly reinforce the need for IST personnel to document any issues or items that may be included or reviewed in the after-action process. This should be accomplished using the IST After-Action Debriefing form. All information, conclusions, and recommendations from both the on-site and formal debriefs and all mission documentation should be compiled into a

formal After-Action Report to be forwarded to the FEMA Program Manager within 30 days of the Phase II after-action meeting.

IST After-Action Report Format

The final written report should include:

- An executive summary of the report;
- An introduction describing the overview of the mission, including the ESF #9 mission assignment;
- A chronology of events including alert, activation, mobilization, on-site operations, post mission activities (incident stress management sessions, equipment rehabilitation, and mission debriefings);
- Evaluation of the effectiveness of the IST organization, call-out procedures, operating procedures, operational checklists, position descriptions, IST Administrative Support Kit equipment, Operations Guide, and prior IST training;
- Evaluation of the mission operations, alert/activation procedures, logistical movement and resupply activities, on-site coordination with the ERT, and other ESFs, task forces, and effective integration into the local incident management structure;
- Recommendations for changes within the IST; and
- Recommendations for changes within the National US&R Response System to enhance future activities.

The following format should be used to address issues and recommendations in the appropriate section of the After-Action Report:

- **Statement of Issue**
 - ◊ This is the perception and the definition of the problem or observation, specific in nature, and can usually be contained in one or two sentences.
- **Background Discussion**
 - ◊ The background discussion provides relevant background information to clarify and support the statement of issue.

- Recommended Action
 - ◇ This section must contain complete, precise and specific actions that provide necessary steps to implement, change, or improve the statement of issue.

- Assigned Responsibility
 - ◇ The assigned responsibility section should identify the agency or party with the responsibility to take the recommended action if the issue statement and supporting sections are approved.

FEMA Headquarters will be responsible for planning and conducting post-disaster after-action meetings with representatives from the IST, the task forces, other US&R technical specialists, ESF #9 supporting departments and agencies, FEMA regional personnel from the ERT, and FEMA regional US&R program managers. All after-action reports will be consolidated and sent to the FCO and/or the Regional Director for information. ESF #9 after-action reports should be in an issue identification/resolution format.

TERRORISM INCIDENT ANNEX

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Content to be provided by FEMA after completion of appropriate Incident Annexes to the Federal Response Plan or other Federal operations plan.

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RADIOLOGICAL INCIDENT ANNEX

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MASS MIGRATION INCIDENT ANNEX

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APPENDIX A

REFERENCES

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APPENDIX A

REFERENCES

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APPENDIX B

ACRONYMS AND

ABBREVIATIONS

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APPENDIX B

ACRONYMS AND ABBREVIATIONS

ACLS	Advanced Cardiac Life Support
Admin	Administration
ADP	Automated Data Processing
ALS	Advanced Life Support
ATLS	Advanced Trauma Life Support
BLS	Basic Life Support
BoO	Base of Operations
CAD	Computer Aided Design
CAT	Computed Axial Tomography
CDC	Centers for Disease Control
CDRG	Catastrophic Disaster Response Group
CPR	Cardiopulmonary Resuscitation
DCE	Defense Coordinating Element
Dept	Department
DFO	Disaster Field Office
DoD	Department of Defense
DMAT	Disaster Medical Assistance Team
DMORT	Disaster Mortuary Assistance Team
DOT	Department of Transportation
EMS	Emergency Medical Services
EOC	Emergency Operations Center
ERT	Emergency Response Team
ERT-A	Emergency Response Team, Advance Element
ERT-N	National Emergency Response Team
ESF	Emergency Support Function
EST	Emergency Support Team
ETA	Estimated Time of Arrival
FCO	Federal Coordinating Officer
FEMA	Federal Emergency Management Agency
FOG	Field Operations Guide
FRP	Federal Response Plan
GIS	Geographic Information System
GPLD	Government Property Lost or Damaged
GSA	General Services Administration
Haz Mat	Hazardous Materials

IAP	Incident Action Plan
ICS	Incident Command System
IST	Incident Support Team
IST-A	Advance Incident Support Team
JIC	Joint Information Center
MERS	Mobile Emergency Response Support
MOA	Memorandum of Agreement
Mob	Mobilization
MOU	Memorandum of Understanding
MRI	Magnetic Resonance Imaging
MSU	Medical Services Unit
NEMIS	National Emergency Management Information System
NIEOC	National Interagency Emergency Operations Center
NIFC	National Interagency Fire Center
NIIMS	National Interagency Incident Management System
NIOSH	National Institute of Occupational Safety and Health
No.	Number
NOAA	National Oceanic and Atmospheric Administration
Ops	Operations
OSD	Operational System Description
OSHA	Occupational Health and Safety Administration
PALS	Pediatric Advanced Life Support
P.D.	Position Description
PIO	Public Information Officer
P.L.	Public Law
POA	Point of Arrival
POD	Point of Departure
RACES	Radio Amateur Civil Emergency Service
ROC	Regional Operations Center
SCO	State Coordinating Officer
SOC	State Operations Center
SOP	Standard Operating Procedures
SP	Specialist
USACE	United States Army Corps of Engineers
U.S.	United States
U.S.C.	United States Code
USDA	United States Department of Agriculture
USPHS	United States Public Health Service
US&R	Urban Search and Rescue

APPENDIX C

CONTACT INFORMATION

AND ROSTERS

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Users of the document can insert material in this appendix related to contact information and rosters that is relevant to their organization or location.

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APPENDIX D

SCHEDULES,

CALENDARS, AND

TIMELINES

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Users of the document can insert material in this appendix related to schedules, event calendars, timelines, and other chronological information that is relevant to their organization or location.

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APPENDIX E

INCIDENT SUPPORT TEAM

EQUIPMENT CACHE

INVENTORY

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Users of the document can insert material in this appendix related to equipment caches, go-kits, supply lists, facility floorplans, and other logistical information that is relevant to their organization or location.

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APPENDIX F

MAPS, DIRECTIONS, AND CHARTS

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Users of the document can insert material in this appendix related to key facility locations, jurisdictions, lines of communication, routes, and other geographic or graphical information that is relevant to their organization or location.

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APPENDIX G

JOB AIDS AND OTHER SUPPORT INFORMATION

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Users of the document can insert material in this appendix related to user-specific procedures, job aids, or any other information that is relevant to their organization or location.

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APPENDIX H

POSITION DESCRIPTIONS

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APPENDIX H

POSITION DESCRIPTIONS

Incident Support Team position descriptions, IST position numbers, IST mnemonics, and the IST-A status are summarized in the table below. Complete position descriptions follow.

TABLE H-1: Position Descriptions

IST Position	Page Number	IST Position Number	IST Mnemonic	IST-A Positions
ESF #9 Leader	H-5	IST-001	ESF9	2 per IST-A
IST Commander	H-7	IST-002	ISTC	2 per IST-A
IST Operations Section Chief	H-9	IST-003	OSCI	2 per IST-A
IST Planning Section Chief	H-11	IST-004	PSCI	2 per IST-A
IST Logistics Section Chief	H-13	IST-005	LSCI	2 per IST-A
IST Finance/Administration Section Chief	H-15	IST-006	FSCI	
IST Safety Officer	H-17	IST-007	SOFI	1 per IST-A
IST Liaison Officer	H-19	IST-008	LOFI	
IST Operations Branch Director	H-21	IST-031	OBDI	
IST Division/Group Supervisor	H-23	IST-032	DIVI	
IST US&R Specialist	H-25	IST-091	USRS	2 per IST-A
IST Situation Unit Leader	H-27	IST-041	SITI	1 per IST-A
IST Resources Unit Leader	H-29	IST-042	RESI	
IST Documentation Unit Leader	H-31	IST-043	DOCI	
IST Demobilization Unit Leader	H-33	IST-044	DMBI	
IST Structures Specialist	H-35	IST-045	STRS	1 per IST-A
IST Geographic Information Systems Specialist	H-37	IST-046	GISS	
IST Communications Unit Leader	H-39	IST-051	COMI	2 per IST-A
IST Transportation Unit Leader	H-41	IST-052	TRNL	1 per IST-A
IST Point of Arrival/Mobilization Center Specialist	H-43	IST-053	MOBI	1 per IST-A
IST Facilities Unit Leader	H-45	IST-054	FACL	
IST Supply Unit Leader	H-47	IST-055	SUPL	
IST Time Unit Leader	H-49	IST-061	TIME	
IST Procurement/Contract Unit Leader	H-51	IST-062	PROC	
IST Compensation/Claims Unit Leader	H-53	IST-063	COMP	
IST Cost Unit Leader	H-55	IST-064	COST	
IST Administrative Specialist	H-57	IST-065	ADMN	
IST Medical Unit Leader	H-59	IST-071	MEDI	1 per IST-A
IST Veterinary Specialist	H-61	IST-072	VETI	

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ESF #9 LEADER

Position Description (P. D. No. IST-001)

Functional Description

Reports to the ERT Emergency Services Branch Chief and provides overall management and coordination of US&R assigned resources. Coordinates all activities necessary to promptly provide the wide range of US&R support to Federal, State, and local government officials. This position is filled by a FEMA employee.

Description of Duties

- Responsible for coordinating all assigned US&R resources.
- Manages ESF #9 staff and mission. Assigns missions to ESF #9 support agencies.
- Supervises IST Commander.
- Coordinates with senior Federal and State officials, such as the State Coordinating Officer, Federal Coordinating Officer and assistants, and Defense Coordinating Officer, to expedite the effective request for, assignment and use of US&R resources.
- Approves requests for all US&R resources, mobilization and demobilization activities.
- Briefs Federal and State officials on US&R resources, capabilities, and limitations.
- Ensures that adequate safety measures are in place.
- Establishes procurement thresholds and delegations of authority for financial practices.
- Ensures sound Federal financial procedures and practices are followed.
- Provides review of information from the IST for the ERT PIO.

Knowledge

- Awareness level knowledge of the practical application of available technology used to support US&R missions and objectives.
- Technician level knowledge for Federal procurement regulations and government financial practices and procedures, including mission assignments.
- Operations level knowledge for the NIIMS ICS.
- Technician level knowledge in ESF #9 US&R including the US&R OSD.
- Technician level knowledge of the FRP, EST, ERT, and IST.
- Technician level knowledge of FEMA Mobile Emergency Response Support (MERS) detachment, ESF #9 support agencies, and other ESFs.
- Completion of NIIMS ICS courses I-100, I-200, I-300, and I-400.
- Completion of US&R Task Force Leader training course.

Skill

- Experience with Federal/State/local emergency management structure during response activities.
- Possesses strong skills in interpersonal relations and the ability to interact with diverse disciplines.
- Possesses interagency coordination skills and works well with various technical specialists.
- Experience in emergency management incident command and coordination.
- Experience working as a member of an ERT.
- Experience working in a DFO during the response phase of a disaster.

Ability

- Must meet light physical fitness requirement.

IST COMMANDER

Position Description (P. D. No. IST-002)

Functional Description

Reports to the ESF #9 Leader. Supervises the IST to provide Federal, State, and local officials with technical expertise in the acquisition and utilization of ESF #9 resources through advice, incident command assistance, management, and coordination of US&R task forces and obtaining ESF #9 logistical support.

Description of Duties

- Manages all US&R IST and task force activities at the DFO and field locations.
- Coordinates with the ESF #9 Leader to expedite the effective request for, assignment and use of, on-scene and incoming US&R resources.
- Briefs officials on task force and IST capabilities and limitations.
- Ensures all IST functions are carried out in a professional manner and according to IST and ERT guidelines.
- Approves the IST incident action plan.
- Recommends mobilization and demobilization activities of US&R resources to the ESF #9 Leader.
- Ensures all safety practices and procedures are followed.
- Ensures that all required forms are completed.
- Ensures Federal financial procedures and practices are followed.
- Reviews all resource requests with the ESF #9 Leader for approval.

Knowledge

- Operational level knowledge of the application of available technology used to support US&R missions and objectives.
- Technician level knowledge of the NIIMS, the FRP, and IST.
- Completion of NIIMS ICS courses I-100, I-200, I-300, and I-400.
- Completion of US&R FEMA US&R Task Force Leader course.

Skill

- Possesses strong skills in interpersonal relations and the ability to interact with diverse disciplines.
- Has documented proficiency in emergency management incident command and coordination using various incident management systems including NIIMS ICS.

Ability

- Must meet light physical fitness requirement.

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IST OPERATIONS SECTION CHIEF

Position Description (P. D. No. IST-003)

Functional Description

Reports to the IST Commander and manages all operations directly applicable to the primary urban search and rescue mission. Activates and supervises organizational elements in accordance with the IST IAP and directs its execution.

Description of Duties

- Supervises the IST Operations Section and assigns personnel.
- Develops strategic goals and objectives for tactical implementation by task forces and other resources.
- Develops the operational portion of the IST IAP.
- Briefs and assigns IST Operations Section personnel.
- Receives, evaluates, and assigns priorities to requests for ESF #9 resources.
- Coordinates ESF #9 operations with Federal, State, and local resources.
- Keeps current on IST Operations Section accomplishments and the next operational period needs from IST Branch Directors and IST Division Supervisors.
- Determines need and requests additional resources.
- Assembles and disassembles specialized teams to support ESF #9 operations.
- Recommends demobilization of excess ESF #9 operational resources.
- Coordinates record keeping of pertinent information within assigned impact areas, including victim locations, hazardous materials, safety issues, etc.
- Provides input and reviews the IST Operations Section plan.

Knowledge

- Technician level knowledge of the use and application of the action planning process.
- Operations level knowledge of the NIIMS, the FRP, ERT, and IST.
- Completion of NIIMS Operations Section Chief course.
- Completion of ICS courses I-100, I-200, I-300, and I-400.
- Completion of the FEMA US&R Task Force Leader course.
- Operations level knowledge of communications, office automation systems (portable radios, pagers, cellular telephones, computers, etc.), and the electronic transfer of information.

Skill

- Documented proficiency in interpersonal relations, interagency coordination, and conflict resolution.

- Documented proficiency in emergency management, incident command, and coordination during US&R operations.
- Possesses good coordination skills working disaster situations with various response organizations.
- Documented experience in emergency incident management.
- Documented experience in US&R operations.
- Documented experience in the use of the action planning process.

Ability

- Must meet arduous physical fitness requirement.

IST PLANNING SECTION CHIEF

Position Description (P. D. No. IST-004)

Functional Description

Reports to the IST Commander. Collects, evaluates, documents, disseminates incident information; and develops incident action, strategic, and demobilization plans, and required reports.

Description of Duties

- Supervises the IST Planning Section and assigns personnel.
- Develops the IST IAP, strategic, and demobilization plans.
- Oversees the collection, evaluation, and dissemination of information in US&R activities.
- Develops incident records and reports.
- Maintains and reports status of assigned ESF #9 resources.
- Collects information and develops IST after-action reports.
- Maintains all appropriate situational and status displays.
- Conducts IST planning meetings.
- Plans, coordinates, and manages briefings.
- Provides input and reviews the IST Planning Section plan to develop the IST IAP.

Knowledge

- Technician level knowledge of the NIIMS, the FRP, ERT, and IST.
- Operations level knowledge of the use of computers for preparing situation reports, developing plans, and tracking resources.
- Completion of ICS courses I-100, I-200, I-300, and I-400.
- Operations level knowledge of the practical applications of the available technology to support US&R missions.
- Completion of the ICS NIIMS Planning Course.
- Operations level knowledge of communications, office automation systems (portable radios, pagers, cellular telephones, computers, etc.), and the electronic transfer of information.

Skill

- Has documented experience in the planning function during emergency operations.
- Experienced in the use of office automation and data transmittal equipment.
- Documented proficiency in interpersonal relations, interagency coordination, and conflict resolution.
- Documented experience in the use of the action planning process.

Ability

- Must meet moderate physical fitness requirement.

IST LOGISTICS SECTION CHIEF

Position Description (P. D. No. IST-005)

Functional Description

Reports to the IST Commander and provides facilities, services, equipment, and supplies to the IST and ESF #9 resources.

Description of Duties

- Supervises the IST Logistics Section and assigns personnel.
- Participates in the preparation of the IST IAP and provides input for the requirements and needs of future operational periods.
- Identifies services, support, and transportation requirements for current and expected US&R operations.
- Ensures logistical support functional plans are in place including communications, medical, procurement, and transportation.
- Ensures that security is provided for all ESF #9 personnel and equipment.
- Ensures current service and support information is provided to the IST Planning Section.
- Estimates future service and support requirements of the IST.
- Coordinates all documents committing Federal funds with the IST Finance/Administration Section.
- Ensures that sufficient food and potable water and sanitation needs are provided for all ESF #9 personnel.
- Provides input and reviews IST Logistics Section plans.
- Provides all aspects of property accountability and assists with documenting lost, damaged, or destroyed property.

Knowledge

- Operations level knowledge of available technology needed to support US&R missions and objectives.
- Operations level knowledge of the NIIMS, the FRP, ERT, and IST.
- Completion of ICS courses I-100, I-200, I-300, and I-400.
- Operational level knowledge of Federal financial policies, practices, and procedures, including acquisition practices.
- Operations level knowledge of communications, office automation systems (portable radios, pagers, cellular telephones, computers, etc.), and electronic transfer of information.

Skill

- Documented proficiency in interpersonal relations, interagency coordination, and conflict resolution.
- Documented experience in the use of the action planning process.
- Documented proficiency in managing resources, equipment cache, transportation, billeting, communications, and property management.

Ability

- Must meet moderate physical fitness requirement.

IST FINANCE/ADMINISTRATION SECTION CHIEF

Position Description (P. D. No. IST-006)

Functional Description

Reports to the IST Commander and is responsible for the coordination of all financial and administrative matters in support of ESF #9 resources. This position is filled by a qualified FEMA employee.

Description of Duties

- Supervises the IST Finance/Administration Section and assigns personnel.
- Provides and implements fiscal and purchasing procedures for ESF #9 activities.
- Provides cost analysis and information to meet ESF #9 needs.
- Ensures Federal financial practices and procedures are followed.
- Maintains daily contact with ERT and EST finance officials on financial matters.

Knowledge

- Technician level knowledge in FEMA's fiscal and purchasing regulations in support of ESF #9 activities, including authority for immediate local procurement; timekeeping; and workers compensation and claim procedures.
- Completion of ICS courses I-100 and I-200.

Skill

- Has documented proficiency in financial tracking and reporting.
- Has documented experience in the Finance/Administration Section.

Ability

- Must meet the light physical fitness requirement.

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IST SAFETY OFFICER

Position Description (P. D. No. IST-007)

Functional Description

Reports to the IST Commander and is responsible for the anticipation, identification, and assessment of hazardous and unsafe conditions. Develops measures to reduce risk in order to enhance personnel safety and accountability. Ensures the health needs of the IST and task force personnel are met. IST Safety Officer Assistants may be assigned as needed.

Description of Duties

- Develops safety information for the IST IAP supporting field operations.
- Works with other Safety Officers and Structures Specialists to identify safety hazards and determines if work area risks warrant restricting or modifying activities.
- Reviews medical plan for safety considerations and discusses with IST Medical Unit Leader.
- Immediately halts unsafe activities or work in unsafe conditions and coordinates such actions with the IST Commander or appropriate supervisor.
- Provides safety briefings to the IST and Task Force Leaders and Safety Officers.
- Prepares or assists with developing emergency notification and evacuation plans.
- Ensures personnel use necessary protective equipment.
- Conducts accident investigations or is a member of an accident investigation team.
- Provides information on hazards indigenous to the area.

Knowledge

- Must be operations level in subjects relating to industrial hygiene.
- Operations level knowledge in Occupational Safety and Health Administration (OSHA) work practice requirements for general industry, confined space, electrical and respiratory protection, which includes but is not limited to fire prevention, evacuation planning, protective clothing and equipment, electrical safety, etc.
- Operations level knowledge in fire safety operations as outlined by National Fire Protection Agency (NFPA) 1500.
- Operations level knowledge in the role of US&R task forces and the IST function.
- Operations level knowledge of the NIIMS, the FRP, ERT, and IST.
- Operations level knowledge of the available technology used to support US&R missions and objectives.
- Completion of NIIMS ICS courses I-100, I-200, I-300, and I-400.
- Completion of NIIMS ICS Safety Officer course.

Skill

- Operations level knowledge for use electronic communications effectively, including cellular phones, fax, radios, and computers.
- Possesses strong skills in interpersonal relations and the ability to interact with diverse disciplines.

Ability

- Must meet moderate physical fitness requirements.

IST LIAISON OFFICER

Position Description (P. D. No. IST-008)

Functional Description

The IST Liaison Officer reports to the IST Commander and is the primary single point of contact for coordinating US&R activities with assisting and cooperating agencies with no direct tactical assignment. Only one IST Liaison Officer will be assigned and will be co-located with the IST Commander. IST Liaison Officer Assistants may be assigned as needed.

Description of Duties

- Be the primary single point of contact for assisting and cooperating agency representatives.
- Maintain a list of assisting and cooperating agencies and agency representatives.
- Assist in establishing and coordinating interagency contacts.
- Keep agencies supporting the incident aware of incident status.
- Monitor incident operations to identify current or potential inter-organizational problems.
- Participate in planning meetings, providing current resource status, including limitation and capability of assisting agency resources.

Knowledge

- Awareness level knowledge of the role of the US&R task force in disaster situations.
- Operations level knowledge of the NIIMS, the FRP, ERT, and IST.
- Completion of NIIMS ICS courses I-100, I-200, I-300, and I-400.
- Completion of NIIMS ICS Liaison Officer training course.

Skill

- Documented experience in communicating and coordinating with assisting or cooperating agencies such as the American Red Cross, Salvation Army, utility companies, etc.

Ability

- Must meet light physical fitness requirement.

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IST OPERATIONS BRANCH DIRECTOR

Position Description (P. D. No. IST-031)

Functional Description

Reports to the IST Operations Section Chief and is responsible for the implementation of the IST Branch portions of the IST Operations Section assignment in the IST IAP.

Description of Duties

- Supervises IST Division/Group Supervisors on a geographic or functional portion of the Operations Section's incident activities.
- Develops with subordinates alternative Branch tactical objectives and presents them to the IST Operations Section Chief for review and approval.
- Assigns and briefs IST Division/Group Supervisors and other ESF #9 resources on planned work assignments, and reviews accomplishments.
- Resolves logistics problems in the Branch, and reviews accident and medical reports from subordinates.
- Provides the IST Operations Section Chief with current updates on accomplishment and needs for next operational period.
- Attends planning meetings, at the request of the IST Operations Section Chief.

Knowledge

- Operations level knowledge of the NIIMS, the FRP, ERT, and IST.
- Completion of ICS courses I-100, I-200, I-300, and I-400.

Skill

- Documented experience in emergency incident management.
- Documented experience in US&R operations.

Ability

- Must meet arduous physical fitness requirements.

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IST DIVISION/GROUP SUPERVISOR

Position Description (P. D. No. IST-032)

Functional Description

Reports to the IST Operations Section Chief or IST Branch Director when activated and is responsible for the implementation of the assigned portion of the IST IAP, assignment of resources within the Division/Group, and reporting on operational progress and resource status.

Description of Duties

- Supervises the Task Force Leaders to ensure their tactical operations meet the strategic goals and objectives.
- Provides technical assistance to Task Force Leaders in the completion of assigned tactical objectives.
- Serves as the first point of contact for logistics issues within the IST Division/Group.
- Assists Safety Officers in identifying and mitigating safety hazards.
- Reports accomplishments and needs for the next operational period.
- Participates in briefing ESF #9 resources on changes in assignments and tactical operations in the planning stage.
- Coordinates activities with adjacent Divisions/Groups.
- Participates in the development of plans for the next operational period.

Knowledge

- Operations level knowledge of the NIIMS, the FRP, ERT, and IST.
- Operations level knowledge of the broad range of disaster response organizations at the State and local level.
- Operations level knowledge in the use of cellular phones and two-way radios.
- Completion of ICS courses I-100, I-200, I-300, and I-400.

Skill

- Documented experience in emergency incident management.
- Documented experience in US&R operations.

Ability

- Must meet arduous physical fitness requirements.

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IST US&R SPECIALIST

Position Description (P. D. No. IST-091)

Functional Description

Reports to the IST Planning Section Chief or to the IST position assigned. Provides technical assistance to Federal, State, and local officials on the capabilities of ESF #9 resources.

Description of Duties

- Communicates requirements and distribution of ESF #9 resources within the affected area to IST Planning Section Chief.
- Provides informational reports to the IST Planning Section.
- Provides technical support assistance to State and local officials on ESF #9 resources.
- Provides direct operational assistance to local incident commanders as directed.

Knowledge

- Technician level knowledge of the role of the US&R task force and IST in disaster situations.
- Operations level knowledge of the NIIMS, the FRP, ERT, and IST.
- Operations level knowledge of computer applications for processing and transmitting data.
- Completion of NIIMS ICS I-100, I-200, I-300, and I-400 courses.

Skill

- Has documented proficiency in interagency coordination, resolving conflicts, and problem solving.
- Documented experience in US&R operations.

Ability

- Must meet moderate physical fitness requirements.

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IST SITUATION UNIT LEADER

Position Description (P. D. No. IST-041)

Functional Description

Reports to the IST Planning Section Chief, compiles incident information, and displays incident status for use by ESF #9 resources and other interested organizations and agencies.

Description of Duties

- Collects and analyzes information pertaining to ESF #9 incident activities.
- Sets up and maintains situation status displays.
- Prepares IST IAP and strategic plan.
- Assists IST Planning Section Chief in preparing IST IAPs, strategic plans, and after-action reports.
- Coordinates with ERT Planning Section on all ESF #9 information requests.
- Maintains access to weather information services, and integrates the information into the IST IAP.

Knowledge

- Operations level knowledge of the NIIMS, the FRP, ERT, and IST.
- Completion of ICS courses I-100, I-200, and I-300.
- Completion of the ICS NIIMS Situation Unit Leader course.
- Operations level knowledge of the use of computers for preparing reports, developing plans, and tracking resources.

Skill

- Has documented experience in the planning function during emergency operations.

Ability

- Must meet moderate physical requirement.

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IST RESOURCES UNIT LEADER

Position Description (P. D. No. IST-042)

Functional Description

Reports to the IST Planning Section Chief and is responsible for processing resource status change information; and preparation and maintenance of displays, charts, and lists that reflect the current status of all ESF #9 resources assigned to the incident.

Description of Duties

- Collects and displays information on all ESF #9 resources assigned to the incident, including current location and status of all IST and task forces assigned.
- Prepares records and reports.
- Ensures that security is provided to all IST and task force personnel.
- Establishes check-in functions of ESF #9 resources at the incident location.
- Maintains a check-in system for all US&R resources.

Knowledge

- Operations level knowledge of the NIIMS, the FRP, ERT, and IST.
- Operations level knowledge of various techniques to maintain status and location of resources.
- Completion of ICS courses I-100, I-200, and I-300.
- Completion of ICS NIIMS Resources Unit Leader course.
- Operations level knowledge of computers for preparing reports, developing plans, and tracking resources.

Skill

- Documented experience in the planning function during emergency operations.

Ability

- Must meet moderate physical fitness requirement.

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IST DOCUMENTATION UNIT LEADER

Position Description (P. D. No. IST- 043)

Functional Description

Reports to the IST Planning Section Chief and is responsible for maintaining accurate and complete documentation of ESF #9 response operations.

Description of Duties

- Organizes and maintains all ESF #9 response operations records and reports.
- Establishes comprehensive files for historical purposes.
- Coordinates duplication services for the IST.
- Checks reports and documents for completeness and accuracy.
- Posts and maintains list of required reports; and advises sections if reports are missing.

Knowledge

- Has an operations level knowledge of emergency response information management processes.
- Thorough understanding of the available technology to support ESF #9 operation in the IST Planning Section.
- Completion of ICS courses I-100 and I-200.
- Operations level knowledge of the use of computers for preparing reports, developing plans, and tracking resources.

Skill

- Documented experience in the use of Automated Data Processing (ADP) and office automation equipment.
- Documented experience in the planning function during emergency operations.

Ability

- Must meet moderate physical fitness requirement.

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IST DEMOBILIZATION UNIT LEADER

Position Description (P. D. No. IST-044)

Functional Description

Reports to the IST Planning Section Chief and is responsible for developing and implementing the Demobilization Plan for all ESF #9 resources.

Description of Duties

- Develops and implements the written Demobilization Plan for ESF #9 resources in accordance with release priorities approved by IST Section Chiefs and the IST Commander.
- Meets with the IST Liaison Officer to determine specific demobilization requirements for assisting and cooperating agencies in accordance with the approved plan.
- Reviews draft demobilization plan with the IST Planning and Logistics Section Chiefs.
- Reviews and distributes approved Demobilization Plan to all persons or agencies involved.
- Coordinates implementation of the plan and remains on scene until all resources have initiated return travel.
- Recommends modification of the approved Demobilization Plan as required.

Knowledge

- Operations level knowledge of computers for preparing reports, developing plans, and tracking resources.
- Completion of ICS courses I-100 and I-200.

Skill

- Documented experience in the planning function during emergency operations.

Ability

- Must meet light physical fitness requirement.

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IST STRUCTURES SPECIALIST

Position Description (P. D. No. IST-045)

Functional Description

Reports to the IST Planning Section Chief or to the IST position assigned. Provides support in the areas of structural hazards, mitigation, and safety.

Description of Duties

- Provides objective information to IST management about structural hazards, hazard mitigation, safe areas, and access opportunities afforded by structural systems.
- Provides briefings about building monitoring and acceptable levels of risk.
- Provides second opinions/peer reviews and develops a consensus among structure specialists about hazard assessments and mitigation.
- Designs, inspects, and approves shoring, bracing, and other structural hazard mitigation measures, and directs local contractors.
- Evaluates stability of structures, establishing appropriate monitoring systems.
- Establishes criteria for evacuation.
- Supervises IST engineering staff, determining staffing requirements.
- Acquires and interprets building plans with Geographic Information Systems (GIS) staff and confers with architects, engineers, contractors, and/or owners.
- Works closely with the Safety Officer to identify, evaluate and document hazardous situations for the IST IAP and safety briefings.

Knowledge

- Licensed as a professional engineer specializing in structures, with a minimum of 10 years experience in the analysis, design, or review of building structures.
- Technician level knowledge in the identification of unsafe situations in collapsed or otherwise weakened structures and competent in the placement and monitoring of systems to detect shifts in structure and debris.
- Operations level knowledge in the use of computers.
- Completion of ICS courses I-100 and I-200.
- Technician level knowledge in the evaluation of damaged structures.
- Technician level knowledge in current technology and construction methods for shoring, bracing, and other structural hazard mitigation measures.
- Completion of the United States Army Corps of Engineers (USACE) Structures Specialist training course.

Skill

- Documented proficiency to communicate and interpret technical information in clear and understandable terms.

- Documented proficiency to work with other technical specialists to develop a consensus, provide peer review, and resolve disputes.
- Has documented strong interagency coordination skills.

Ability

- Must meet moderate physical fitness requirement.

IST GEOGRAPHIC INFORMATION SYSTEMS SPECIALIST

Position Description (P. D. No. IST-046)

Functional Description

Reports to the IST Planning Section Chief or to the IST position assigned. Provides support for overall information management, with a focus on managing and integrating site (geographic) information to supply operational maps, 3-D modeling display, and interactive graphics.

Description of Duties

- Coordinates with the ERT Planning Section Chief in order to prevent duplication.
- Provides operational maps, briefing maps, and other display products as directed.
- Develops maps and integrates all information concerning command posts, incident support facilities, logistics, medical, decontamination, Disaster Mortuary Assistance Team (DMORT), caches, etc.
- Develops 3-D models of the buildings, to include all pertinent information.
- Obtains floor plans, and integrates them into the GIS, and makes appropriate products available.
- Reviews and interprets plans with the IST Structures Specialists as needed.
- Obtains and applies general and specific data from Federal, State, local, and private organizations to enhance management and GIS capabilities.

Knowledge

- At least three years experience using GIS in an emergency services setting.
- Awareness level knowledge of the practical application of available technology used to support US&R missions and objectives.
- Completion of ICS courses I-100 and I-200.
- Technician level knowledge in the methods used to convert various types of locally gathered data, from local Computer Aided Design (CAD) systems, dispatch centers, architectural/engineering firms, Planning/Public Works, into useful GIS format.
- Technician level knowledge in the development of 3-D models from 2-D floor plans and maps.
- Technician level knowledge of database concepts for organization and manipulation of data.

Skill

- Has documented proficiency in the communication and interpretation of technical information in clear and understandable terms.
- Demonstrated ability to work with other specialists to determine and meet their needs.

Ability

- Must meet light physical fitness requirement.

IST COMMUNICATIONS UNIT LEADER

Position Description (P. D. No. IST-051)

Functional Description

Reports to the IST Logistics Section Chief and is responsible for providing communications support for ESF #9 personnel.

Description of Duties

- Develops and implements communications plan for IST.
- Install and maintains communications system to support ESF #9 operations.
- Issues and tracks communications equipment provided to ESF #9 members.
- Acts as liaison with ERT/ESF #2 communications specialist for resupply items, ordering additional equipment and repair of assigned equipment.
- Gathers information on existing Federal/State/local communication systems and amateur radio operators in the disaster area.
- Establishes and posts contact information for ESF #9 personnel (telephone, pager, cellular phone, radio, etc.).
- Ensures that all communications to/from the IST is monitored and recorded.

Knowledge

- Operations level knowledge in specialized communications hardware and software for ESF #9, ESF #2, MERS, and Radio Amateur Civil Emergency Service (RACES).
- Operations level knowledge in specialized computer and data communications systems used by the IST.
- Completion of ICS courses I-100 and I-200.

Skill

- Documented proficiency in providing instruction in voice communication systems.
- Documented proficiency in the use and maintenance of radio telecommunications equipment as provided in the US&R IST Administrative/Support kit.

Ability

- Must meet moderate physical fitness requirements.

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IST TRANSPORTATION UNIT LEADER

Position Description (P. D. No. IST-052)

Functional Description

Reports to the IST Logistics Section Chief and coordinates the disaster area transportation of supplies, equipment, and personnel for ESF #9 resources.

Description of Duties

- Provides transportation for ESF #9 resources.
- Maintains inventory of all modes of transportation being used by ESF #9 resources.
- Prepares transportation plan for approval by the IST Logistics Section Chief.
- Maintains communications with providing agencies relative to transportation matters.
- Develops and implements a traffic plan.
- Arranges for fueling, maintenance, and repair of ESF #9 transportation resources.
- Identifies and develops requests for aircraft resources.

Knowledge

- Completion of ICS courses I-100 and I-200.

Skill

- Documented experience managing transportation resources on disasters.
- Prior experience working in the Logistics Section.

Ability

- Must meet moderate physical fitness requirement.

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IST POA/MOBILIZATION CENTER SPECIALIST

Position Description (P. D. No. IST-053)

Functional Description

Reports to the IST Transportation Unit Leader and assists mobilization center officials resolving coordination and logistics issues relating to ESF #9 resources and operations.

Description of Duties

- Provides technical support to inbound and outbound ESF #9 resources.
- Coordinates transportation, billeting, feeding, and supply needs of ESF #9 resources at the POA/Mob Center.
- Maintains current status of ESF #9 resources at the mobilization center.
- Serves as primary contact for participating agencies at the mobilization center involving ESF #9 resources.
- Briefs ESF #9 resources upon arrival and departure.
- Implements the POA/Mob Center portion of the Demobilization Plan.

Knowledge

- Completion of ICS courses I-100 and I-200.

Skill

- Experience working in Logistics Section.

Ability

- Must meet moderate physical fitness requirement.

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IST FACILITIES UNIT LEADER

Position Description (P. D. No. IST-054)

Functional Description

Reports to the IST Logistics Section Chief and provides the layout and activation of management services for ESF #9 facilities.

Description of Duties

- Obtains space needed for ESF #9 operations.
- Arranges for facility maintenance services as needed.
- Determines special requirements or restriction on facility use.
- Coordinates facility use with participating agencies and makes recommendations to the IST Logistics Section Chief to ensure security at all ESF #9 facilities and work sites.
- Obtains necessary equipment and supplies to ensure all facilities and equipment are set up and properly functioning.
- Arranges through the IST Supply Unit Leader, local providers, ESF #11, etc., for food, potable water, and sanitation needs for ESF #9 resources.
- Reviews origin and storage of all food prepared for ESF #9 consumption.

Knowledge

- Operations level knowledge of facility needs such as cabling, phone, sanitation, spacing, and fire safety.
- Completion of ICS courses I-100 and I-200.
- Completion of ICS NIIMS Facilities Unit Leader course.

Skill

- Documented field experience in facility management.

Ability

- Must meet moderate physical fitness requirement.

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IST SUPPLY UNIT LEADER

Position Description (P. D. No. IST-055)

Functional Description

Reports to the IST Logistics Section Chief and is responsible for requesting personnel, equipment, and supplies; and for receiving, issuing, storing, and maintaining inventory of supplies.

Description of Duties

- Establishes on-site requisition procedures.
- Determines the type and amount of supplies enroute.
- Arranges for receiving ordered equipment, supplies, and personnel.
- Distributes supplies, equipment, and personnel as requested.
- Develops and maintains an inventory and accountability system for supplies.
- Services non-expendable supplies and equipment.
- Identifies times and locations of delivery of supplies and equipment.
- Evaluates security needs of equipment and supplies.
- Coordinates all procurement activities with the IST Finance/Administration Section.
- Ensures Federal financial practices and procedures are followed.
- Prepares and implements a packing and shipping plan for demobilization.

Knowledge

- Operations level knowledge of Federal government practices for ordering, receiving, distributing, and inventorying supplies, equipment, and personnel.
- Completion of ICS courses I-100 and I-200.

Skill

- Highly organized with good communications skills.
- Has documented experience working in the Logistics Section during emergency incident operations.

Ability

- Must meet moderate physical fitness requirement.

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IST TIME UNIT LEADER

Position Description (P. D. No. IST-061)

Functional Description

Reports to the IST Finance/Administration Section Chief and is responsible for recording time for personnel and equipment and the preparation of current ESF #9 costs.

Description of Duties

- Determines specific time recording needs and establishes procedures.
- Obtains time records from other sections and assigned task forces, and posts time to ESF #9 time record or other documents provided.
- Works with other sections to assure that all Federal and other agency personnel and equipment are under a time recording system.
- Prepares incident cost summaries as directed.

Knowledge

- Technician level knowledge in the tracking of work hours, expenditures, and related information.
- Completion of ICS course I-100.
- Completion of the ICS Time Unit Leader Course.

Skill

- Documented experience in preparing time records and summaries of expenditures.

Ability

- Must meet light physical fitness requirement.

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IST PROCUREMENT/CONTRACT UNIT LEADER

Position Description (P. D. No. IST-062)

Functional Description

Reports to the IST Finance/Administration Section Chief and is responsible for the origination and management of procurement instruments. This position is filled by a Federal government employee.

Description of Duties

- Determines procurement needs from the planning meetings and discussions with the IST Supply Unit Leader
- Develops and awards procurement instruments (purchase orders, contracts, blanket purchase agreements, etc.) to acquire resources for the IST and assigned task forces to support ESF #9 activities.
- Ensures transmittal of procurement instruments to appropriate organizations for final processing to assure prompt payment to vendors.
- Ensures sound financial practices and procedures are followed.
- Assures adherence to Federal acquisition regulations.
- Reviews and coordinates all proposed procurements.

Knowledge

- Technician level knowledge of Federal procurement regulations pertaining to contracting for goods and services.
- Completion of ICS course I-100.
- Possesses a Federal contracting warrant.

Skill

- Experience in an administrative position involved in procurement.

Ability

- Must meet light physical fitness requirement.
- Has delegated purchasing authority from FEMA.

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IST COMPENSATION/CLAIMS UNIT LEADER

Position Description (P. D. No. IST-063)

Functional Description

Reports to the IST Finance/Administration Section Chief and is responsible for the processing of all documentation related to injury and claims.

Description of Duties

- Establishes and maintains contact with the IST Safety Officer, IST Liaison Officer, and IST Medical Unit Leader to establish notification and need for written documentation.
- Establishes a log to maintain status on all claims and compensation cases.
- Coordinates with investigation teams to ensure completeness of all records related to claims.
- Prepares Federal compensation for injury forms.
- Coordinates with the IST Medical Unit Leader and IST Safety Officer to ensure necessary forms and reports are complete and accurate prior to demobilization.

Knowledge

- Technician level knowledge in the use and preparation of compensation for injury forms.
- Completion of ICS course I-100.

Skill

- Documented experience in processing paperwork for injury and non-injury claims.

Ability

- Must meet light physical fitness requirement.

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IST COST UNIT LEADER

Position Description (P. D. No. IST-064)

Functional Description

Reports to the IST Finance/Administration Section Chief and is responsible for collecting all cost data, performing cost effectiveness analyses, and providing cost estimates and cost savings recommendations relating to ESF #9 operations.

Description of Duties

- Coordinates with agency headquarters on cost reporting procedures.
- Collects and records all cost data and maintains accurate records of incident costs.
- Develops incident cost summaries.
- Prepares resources-use cost estimating for the IST Planning Section.
- Makes cost-saving recommendations to the IST Finance/Administration Section Chief.
- Completes all records prior to demobilization.

Knowledge

- Technician level knowledge in the tracking and analyzing of cost data, expenditures, and related information.
- Completion of ICS course I-100.
- Completion of Cost Unit Leader course.

Skill

- Documented experience in preparing summaries of expenditures.

Ability

- Must meet light physical fitness requirement.

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IST ADMINISTRATIVE SPECIALIST

Position Description (P. D. No. IST-065)

Functional Description

Reports to the IST Finance/Administration Section Chief for assignment and provides a wide range of clerical services in support of the ESF #9 resources.

Description of Duties

- Provides office automation services.
- Posts time, cost, or other information to forms, summary sheets, and other documents.
- Assists the IST Documentation Unit Leader in providing routine maintenance to printers and duplication equipment.

Knowledge

- Operations level knowledge in office procedures using a wide range of equipment suitable for the assigned task.

Skill

- Documented experience in the use, operation, and maintenance of automated office equipment such as computers, facsimile, and duplicating machines.

Ability

- Must meet light physical fitness requirement.

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IST MEDICAL UNIT LEADER

Position Description (P. D. No. IST-071)

Functional Description

Reports to the IST Logistics Section Chief, provides medical care to the IST, and serves as the medical resource person for ESF #9 personnel.

Description of Duties

- Develops the IST Medical Plan, the Medical Strategic Plan, and Medical Unit after-action report.
- Provides or oversees any medical care delivered to IST members.
- Serves as liaison between task force medical teams and the IST.
- Serves as liaison between the IST and local medical resources including Emergency Medical Service (EMS), area hospitals, veterinary services, and any necessary specialty and sub-specialty medical services.
- Assists medical teams in processing medical supply requests.
- Helps to establish evacuation routes for extricated victims or injured task force members.
- Oversees any necessary canine medical care and supervises the IST Veterinary Specialist.
- Oversees the collection, evaluation, and dissemination of medical information within the IST.
- Reviews task force medical forms and reports as necessary.
- Monitors personnel for extended incident stress.
- Develops and maintains IST and task force injury and fatality information.
- Coordinates with the IST Safety Officer to address health and hygiene issues for task forces.

Knowledge

- A licensed physician who is emergency medicine residency-trained and/or board-certified and actively practicing clinical emergency medicine and having significant experience with pre-hospital medical care; or a licensed physician with current Advanced Cardiac Life Support (ACLS), Advanced Trauma Life Support (ATLS), Pediatric Advanced Life Support (PALS) certification (or equivalent) whose day-to-day medical activities include regular and substantial clinical emergency medicine and pre-hospital medical care.
- Operations level knowledge in subjects relating to industrial hygiene, preventive medicine, environmental issues, and public health.
- Completion of ICS courses I-100 and I-200.
- Operations level knowledge of the signs, symptoms, and corrective measures of extended incident stress.

Skill

- Documented proficiency in interagency coordination, resolving conflicts, and problem solving.

Ability

- Must meet moderate physical fitness requirement.

IST VETERINARY SPECIALIST

Position Description (P. D. No. IST-072)

Functional Description

Reports to the IST Medical Unit Leader, serves as preventive medicine resource for the BoO, advises IST concerning canine health, serves as veterinary resource for task force canine, and arranges for veterinary services.

Description of Duties

- Provides direction and support to IST Safety Officer and task forces in sanitation; food acquisition, inspection and preparation; hygiene; biohazard; vector control; and water supply and purification.
- Coordinates with IST Medical Unit Leader in conveying veterinary information to task force medical personnel.
- Assists in the provision of veterinary care for task force dogs.
- Acts as liaison with local veterinary community.
- Coordinates veterinary support services including shelter and rest; food and water; decontamination and bathing; exercise and relief.
- Provides veterinary input to the IST IAP.

Knowledge

- Licensed veterinarian.
- Operations level knowledge in US&R activities related to developing veterinary treatment and evacuation plans, ESF #9 BoO requirements regarding public health, preventive medicine, etc.
- Completion of FEMA's Canine Search Specialist course.

Skill

- Completion of ICS courses I-100 and I-200.
- Emergency veterinary medical and surgical care experience.
- Active participation with US&R canine.

Ability

- Must meet moderate physical fitness requirement.

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APPENDIX I

POSITION CHECKLISTS

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APPENDIX I

POSITION CHECKLISTS

Mission operational checklists have been developed for the following IST positions. These position-specific checklists are preceded by a general checklist germane to all IST positions.

TABLE I-1: Position Checklists

IST Position	Page Number
General Operational Checklist	I-5
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IST Safety Officer	I-13
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IST Operations Section Chief	I-17
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IST Planning Section Chief	I-23
IST Situation Unit Leader	I-25
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IST MEMBERS—GENERAL OPERATIONAL CHECKLIST

The following check list represents general operating procedures for IST members when activated and enroute to a mission assignment. The IST Commander may require additional actions depending on the nature and magnitude of the mission assignment.

Upon Activation

- [] Receive notification from ESF #9 Leader or other designated employee of assignment and instructions from FEMA Headquarters.
- [] Inquire as to:
 - Current situation (event, location, magnitude).
 - Mode of transportation.
 - Reporting time and location.
 - Point of Departure (POD).
 - Point of arrival contact person and possible phone number.
 - Name of IST supervisor.
 - Position assigned.
 - Special clothing or equipment needed.
 - Phone numbers and other contact information.
- [] Establish communications with the IST Commander and receive initial briefing.
- [] Monitor disaster related information from local sources such as radio and television.
- [] Review appropriate equipment checklists.
- [] Assess personal gear readiness for the specific disaster area climate.
- [] Ensure a current copy of your Responder Information Sheet is available.
- [] Obtain position description and any related materials for assigned position.
- [] Report to the assigned POD at the prescribed time. If time delays are anticipated, update your estimated time of arrival with the IST Commander or contact person.

At Point of Departure

Due to the diverse circumstances associated with IST activation, all members may or may not fully assemble together prior to travel to the assigned location. Should some members meet up with the IST later, the following POD issues would be addressed by those members at that time.

- [] Assemble for briefing from the IST Commander or your immediate supervisor.

- [] Assist with the movement and loading of the IST Administrative/Support Kit.
- [] Forward an accurate Responder Information Sheet to the IST Medical Unit Leader.
- [] Receive appropriate issue of supplies and equipment (portable radio, cellular phone, etc.).

In Transit

- [] Review latest disaster related information as it becomes available.
- [] Review the information pertinent to your position, including position description, operational checklist, and operational and safety procedures.
- [] Discuss procedures of the team and various functions with other members.
- [] Discuss and coordinate anticipated logistical requirements (i.e., transportation, lodging, etc.) prior to arrival at the assigned location.
- [] Take full advantage of available travel time for rest prior to arrival.

On-site Operations

- [] Notify EST of arrival.
- [] Check in to IST Planning section.
- [] Report to supervisor and obtain a briefing.
- [] Arrange for and complete DFO identification and registration cards.

Demobilization Phase

- [] Evaluate performance of assigned subordinate personnel.
- [] Receive performance evaluation from supervisor.
- [] Ensure required records and reports are complete and forwarded to the IST Documentation Unit through appropriate channels.
- [] Return all assigned property to issuing party.
- [] Participate in the after-action process.

ERT ESF #9 LEADER

Operational Checklist

Upon Activation

- [] Receive notification of assignment and instructions from FEMA Headquarters.
- [] Receive initial briefing from FEMA Headquarters or ERT.
- [] Contact IST Commander and share travel information and identify reporting location.
- [] Establish chain of command, performance expectations, and extent of delegation with IST Commander.
- [] If traveling to the disaster location with the IST, assume the role of Chief of Party.
- [] Provide briefings to IST Commander as necessary.
- [] Make initial contact with receiving government officials to establish locations for initial briefing and identification of local needs.
- [] Ensure that IST activation orders are issued.

On-site Operations

- [] Notify the ERT Emergency Services Branch Chief on arrival.
- [] Meet with appropriate State or local officials and receive a briefing. Determine how the IST will function in meeting local needs.
- [] Ensure that IST/local entity MOU is developed and signed.
- [] Contact other ESF and ESF #9 support agency representatives, introduce yourself, and explain your function.
- [] Meet with IST Commander and assure that planned initial actions meet local agency needs.
- [] Establish approval procedures and limitations for ordering resources.
- [] Brief the IST Commander and Finance/Administration and Logistics Section Chiefs on procurement and obligation authority and procedures.
- [] Obtain ERT meeting and briefing schedules, and assure that IST schedules are compatible.
- [] Administer the Federal Oath of Office to IST members as needed.

- [] Review IST objectives for each operational period to assure they meet overall strategic objectives.
- [] Maintain contact with local government officials to assure their long range plans are incorporated into the IST Incident Action Plan.
- [] Periodically review all IST records to assure completeness and accuracy.
- [] Ensure a system of resource accountability is operational and meets government needs.
- [] Assure that procurement and contracting procedures are established.
- [] Review demobilization plans and ensure they are consistent with ERT and local government expectations.
- [] Coordinate with the National US&R Program Manager, FEMA Headquarters, IST Commander, and assigned Task Force Leaders to determine authorized task force and IST rehabilitation time frames. Incorporate into the Demobilization Plan and deactivation orders.
- [] Maintain daily contact and provide situation briefings to the EST.
- [] Issue demobilization orders and provide copies to the EST.
- [] Ensure IST after-action evaluation plans are in place and meet requirements.
- [] Participate with IST Commander in required debriefings.
- [] Maintain Unit Log (ICS Form 214).

Demobilization Phase

- [] Ensure property accountability records are complete. Ensure all records and reports are turned over to the IST Documentation Unit prior to demobilization.
- [] Review and assure completion of all Worker's Compensation case files.
- [] Periodically review demobilization accomplishments in relation to the written plan.
- [] Receive performance evaluation from ERT Emergency Services Branch Chief. Evaluate performance of IST Commander and discuss specific team member performance as needed.
- [] Participate in the incident after-action process.

IST COMMANDER

Operational Checklist

Upon Activation

- [] Receive notification of assignment and instructions from FEMA Headquarters. Establish callback numbers and reporting schedule.
- [] Receive briefing from the ESF #9 Leader.
- [] Establish communications with the assigned IST members and provide an initial briefing and identify reporting location.
- [] Ensure appropriate logistical requirements for the team personnel and equipment (i.e., air transportation, car rental, etc.).
- [] Maintain status of other IST members through the EST while enroute to the reporting location.
- [] Establish chain of command and performance expectations for the IST.
- [] Meet with assigned team members and ensure that they are prepared, self-sufficient, and adequately equipped to perform their assignment. Assemble personnel for a briefing, to include:
 - Reporting location.
 - Review of IST organizational structure and chain of command.
 - Latest event information and environmental conditions.
 - Media issues and procedures.
 - Identification of the affected State/local/emergency management structure.
 - Pertinent unique/cultural local considerations.
 - Individual and IST performance expectations including work and activity schedules.
 - Problem-solving processes and methods for establishing/changing IST priorities.
 - Information flow and reporting requirements.
 - Split shift considerations and assignments, if known.
- [] Ensure development of communications plan and identify reporting requirements for the IST (i.e., periodic schedule, means, type of information, accountability, etc).
- [] Ensure IST Logistics has considered logistical requirements (i.e., transportation, communications, etc.) with the team members prior to arrival at the assigned location.

On-site Operations

- [] Notify the ROC, EST, and ESF #9 Leader of your arrival and provide current information as available. Also establish callback numbers and information update schedule.
- [] Meet with appropriate officials at the assigned/reporting location and receive a briefing. Define how the IST integrates into the ERT and State/local response effort.
- [] Brief Federal/State/local officials regarding US&R task force resources and capabilities and limitations.
- [] Identify and determine availability of resources for task force reception and support (POAs, mobilization center), in conjunction with the appropriate Federal/State/local officials.
- [] Ensure staff collects information/directory on contact phone numbers (i.e., DFO, ROC, State Operations Center (SOC), Mob Center, etc.).
- [] Ensure IST work space requirements and support needs including telephones, FAX, computer, and administrative needs (i.e., office supplies, etc.) are provided for.
- [] Gather information on FEMA Headquarters (EST), ERT-A meetings, and briefing schedule.
- [] Establish reporting requirements for situation reports (ESF #5), functional action plans, and media briefings.
- [] Obtain from ESF #9 Leader a copy of the ERT organization chart. Determine hours of operations for DFO location and provide coverage as needed.
- [] Ensure all needed contact directories are established and posted for ESF #9 staff (i.e., telephone, pager, and cellular phone numbers, etc.), including after hour call back numbers.
- [] Contact appropriate State US&R representatives and discuss resource needs.
- [] Ensure proper documentation for all US&R activities is maintained.
- [] Develop IST/local entity MOU and obtain signatures.
- [] Ensure a resource accountability system (personnel and equipment) is established and maintained.

- [] Coordinate procurement/expenditure actions in accordance with ESF #9 Leader direction.
- [] Ensure all reports and actions are completed and submitted as required (i.e., situation reports, action plans, action tracking and financial summaries, and task force resupply request).
- [] Resolve problem and assist other ESFs as requested.
- [] Maintain Unit Log (ICS Form 214).

Demobilization Phase

- [] Ensure logistics requirements (air transport, etc.) for IST return are provided.
- [] Ensure all records and reports are turned over to the IST Documentation Unit prior to demobilization.
- [] Ensure previously signed MOU is reviewed with local officials.
- [] Conduct exit review with the ESF #9 Leader and other appropriate officials, and other ESF representatives, as appropriate.
- [] Ensure clean up of work space and purge of computer files and storage diskettes.
- [] Records and reports are handed off to the ESF #9 Leader.
- [] The IST Equipment Cache is inventoried and prepared for shipment.
- [] Ensure a Phase One After-Action Meeting occurs.
- [] Develop the IST After-Action Report draft for FEMA Headquarters within 30 days, addressing issues, background, and recommendations for future improvements.
- [] Participate in FEMA post-action review meetings, as required.
- [] Ensure IST Administrative/Support Kit is inventoried, returned to a state of readiness, and returned to FEMA by a secure method as soon as practical.
- [] Ensure the individual performance ratings are completed for each team member and review any ratings reflecting unsatisfactory performance.
- [] Evaluate performance of IST command and general staff.

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IST SAFETY OFFICER

Operational Checklist

Upon Activation

- [] Upon initial notification of deployment, request the information outlined in the general requirements section for all IST members.

On-site Operations

- [] Participate in planning meetings and briefings to assure safety considerations are a part of the IST IAP and briefings.
- [] Meet with other safety personnel assigned to the IST BoO.
- [] Identify and make known to IST and task forces any dangers from indigenous animals and insects. Assure that counteractive measures are known or taken.
- [] Review sanitation requirements with the IST Medical Unit Leader, IST Veterinary Specialist, and Facilities Unit Leader.
- [] Review with the IST Logistics Section Chief and Facilities Unit Leader food and potable water requirements and safeguards for assigned personnel.
- [] Review the medical plan to assure that the plan addresses potential injuries most common to known hazards, and that a comprehensive medical risks assessment is completed for the operations area.
- [] Ensure that evacuation signals and routes are identified and made known to all.
- [] Work with the IST Transportation Unit Leader to assure safety considerations are part of the vehicle traffic plan.
- [] Meet with the IST Compensation/Claims Unit Leader to keep accident reports current.
- [] Ensure that all ESF #9 accidents are investigated.
- [] Maintain Unit Log (ICS Form 214).

Demobilization Phase

- [] Complete accident statements and other records pertaining to accidents and deliver to IST Compensation/Claims Unit Leader.
- [] Ensure all records and reports are turned over to the IST Documentation Unit prior to demobilization.
- [] Identify safety issues for after-action meeting.
- [] Receive performance evaluation from the IST Commander.
- [] Participate in the after-action meeting.

IST LIAISON OFFICER

Operational Checklist

Upon Activation

- [] Upon initial notification of deployment, request the information outlined in the general requirements section for all IST members.
- [] List of all US&R resources being deployed, with emphasis on cooperating and assisting agencies and their working location and contact information.
- [] Receive a list of local emergency services contacts.

On-site Operations

- [] Receive briefing from IST Commander.
- [] Participate in IST planning meetings providing information on cooperating and assisting agencies and their capabilities and limitations.
- [] Maintain a list of available outside resources for potential use.
- [] Provide a point of contact for assisting and cooperating agency representatives.
- [] Prepare a contact directory for cooperating and assisting agencies and distribute copies to other staff functions.
- [] Work with the IST Planning Section Chief to provide other agency capabilities and limitations for strategic and tactical planning.
- [] Provide specific information on ESF #9 activities to cooperating and assisting agencies relative to:
 - US&R task force assignments.
 - Anticipated duration of ESF #9 resources assigned to incident.
 - Expected demobilization schedule.
 - US&R operating procedures.
- [] Assist cooperating and assisting agencies in contacting IST members or field personnel.
- [] Maintain Unit Log (ICS Form 214).

Demobilization Phase

- [] Ensure all cooperating and assisting agencies are notified of the planned and actual demobilization of US&R resources.
- [] Ensure all records and reports are turned over to the IST Documentation Unit prior to demobilization.
- [] Meet informally with agency representatives to get after-action report issues for the team meeting.
- [] Package all pertinent reports and records and submit to IST Planning Section for inclusion in historical files.
- [] Receive performance evaluation from IST Commander.
- [] Participate in the after-action meeting.

IST OPERATIONS SECTION CHIEF

Operational Checklist

Upon Activation

- [] Upon initial notification of deployment, request the information outlined in the general requirements section for all IST members.
- [] Location of mobilization center.
- [] What US&R resources, including IST Operations Section personnel, are enroute.

On-site Operations

- [] Report to the IST Commander for initial briefing and planning schedule.
- [] Ensure an appropriate number of operational personnel have been activated during the initial deployment of the IST.
- [] Brief members of the Operations Section.
- [] Determine the ground assessment process to be used and the organizational structure on scene.
- [] As needed, request the IST Commander to assign field observers to conduct an assessment/needs identification survey for:
 - Potential US&R operations for present and next several operational periods.
 - Identification of general and specific work sites.
 - Need for additional US&R resources, including technical specialists.
 - Adequacy of support facilities.
 - Identification of additional operational support facilities.
 - Impacts on local emergency response infrastructure.
- [] Evaluate the need for additional IST personnel to support State/local government efforts. Make this need known in the initial planning meeting.
- [] Evaluate the capacity of assigned resources to complete the strategic goals and objectives and the need for additional resources. Make recommendations to the IST Commander of the need for additional resources.
- [] Ensure all needs of assigned members are met, including communications, transportation, billeting, general subsistence (food/water), and welfare.
- [] Resolve IST Operations Section coordination, communications, and operational problems.

- [] If requested, make recommendations to Federal/State/local officials on assignment of task force resources.
- [] If requested, assist Federal/State/local officials on the integration of civilian and US&R resources.
- [] If requested, assist Federal/State/local officials with US&R task force briefings.
- [] Make periodic reports to the IST Commander and IST Planning Section Chief of work accomplishments.
- [] Set up procedures for maintaining records of victim locations.
- [] Determine State and local requirements for processing injured and deceased victims.
- [] Participate in planning meetings with the IST personnel.
- [] Participate in the development of the IST IAP through planning meetings and informal contacts with other managers and IST Operations Section staff.
- [] Execute the IST operations portion of the IST IAP. Advise the IST Commander if it is necessary to deviate from the established plan.
- [] Review the status of the current task force assignments and recommend to the IST Commander whether continued effort is warranted.
- [] Determine the status and suitability of task force reassignment in conjunction with Task Force Leaders and IST Operations Section personnel. Keep the IST Commander and IST Planning Section Chief advised.
- [] Maintain Unit Log (ICS Form 214).

Demobilization Phase

- [] Coordinate with IST Planning Section to assure all IST Operations Section personnel are in the demobilization process.
- [] Coordinate with IST Finance/Administration Section to assure IST Operations Section personnel time is submitted and that any leased or contracted equipment or services is recorded and accounted for.
- [] Ensure all property assigned to the IST Operations Section has been accounted for and returned to the issuing source. Prepare documentation for property that is missing, damaged, or destroyed.
- [] Ensure all records and reports are turned over to the IST Documentation Unit prior to demobilization.

IST BRANCH DIRECTOR

Operational Checklist

Upon Activation

- [] Upon initial notification of deployment, request the information outlined in the general requirements section for all IST members.

On-site Operations

- [] Brief IST Division/Group Supervisors and Task Force Leaders of the plan for the operational period. Involve the IST Safety Officer in Branch activities as needed.
- [] Monitor accomplishments during the operational period and make recommendations to the IST Operations Section Chief for modification of the IST IAP.
- [] Assess IST Branch accomplishments and advise the IST Operations Section Chief of need for changes on plan.
- [] Meet with IST Division/Group Supervisors and Task Force Leaders prior to the close of the operational period to determine accomplishments and priorities for the next operational period.
- [] Monitor logistics and report needs to the IST Operations Section Chief.
- [] Complete all forms and reports for the operational period.
- [] Continue to monitor the need for extended incident stress debriefings. Make a report to the IST Operations Section Chief.
- [] Maintain Unit Log (ICS Form 214).

Demobilization Phase

- [] Complete an inventory of IST Branch tools and equipment. Document lost, damaged, or destroyed equipment, and provide to the IST Operations Section Chief.
- [] Ensure all records and reports are turned over to the IST Documentation Unit prior to demobilization.

- [] Make sure daily time and use records are up to date for personnel and equipment.
- [] Give performance evaluations to personnel in the Branch and receive an evaluation from the IST Operations Section Chief.
- [] Debrief IST Branch personnel to identify issues for after-action meeting.

IST DIVISION/GROUP SUPERVISOR

Operational Checklist

Upon Activation

- [] Upon initial notification of deployment, request the information outlined in the general requirements section for all IST members.

On-site Operations

- [] Receive briefing from the IST Operations Section Chief or IST Branch Director, when activated.
- [] Brief Task Force Leaders and other assigned supervisors of plans for the operational period and safety considerations.
- [] Assess accomplishments and the need for plan modification.
- [] Advise IST Operations Section Chief or IST Branch Director, when activated, of need for stress debriefings.
- [] Maintain Unit Log (ICS Form 214).

Demobilization Phase

- [] Complete inventory of IST Division/Group tools and equipment. Document lost, damaged, or destroyed equipment and provide to immediate supervisor.
- [] Ensure all records and reports are turned over to the IST Documentation Unit prior to demobilization.
- [] Make sure daily time and use records are up to date for personnel and equipment.
- [] Give performance evaluations to Task Force Leaders and receive evaluation from immediate supervisor.
- [] Debrief IST Division/Group personnel to identify issues for the after-action meeting.

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IST PLANNING SECTION CHIEF

Operational Checklist

Upon Activation

- [] Upon initial notification of deployment, request the information outlined in the general requirements section for all IST members.
- [] Obtain a listing of all ESF #9 resources from the IST Commander being deployed.
- [] Facilities including mobilization center location.
- [] Maps of the affected area.
- [] Obtain list and assignment of personnel reporting to IST Planning Section.

On-site Operations

- [] Receive briefing from IST Commander.
- [] Brief IST Planning Section members.
- [] Ensure all team members have completed DFO Personnel Registration Card and have received DFO identification card.
- [] Set up work area with supplies and equipment from IST Administrative/Support Kit.
- [] Determine equipment and supplies shortfalls and order through IST Logistics.
- [] Brief subordinates on overall mission, priorities, performance expectations, work schedules, and assign task as needed.
- [] Have a meeting and planning schedule prepared and posted with copies to all staff.
- [] Ensure status is collected for all critical resources assigned to US&R operations, including task force equipment and transportation assets (not task force cache items).
- [] Evaluate current staffing to determine if additional resources are needed.
- [] Ensure set up and maintenance of wall displays (maps and T-Card system for viewing).
- [] Ensure resource status is documented and posted.

- [] Maintain contact with IST Section Chiefs to ensure resource status changes are obtained in a timely manner.
- [] Conduct planning meeting according to planning process checklist.
- [] Supervise the development of the IST IAP and the Situation Report.
- [] Coordinate with ERT (ESF #5) Planning Section Chief on information reporting requirements.
- [] Identify resource surplus with the IST Operations Section Chief and recommend release priorities.
- [] Set up briefings and follow established briefing format.
- [] Prepare situation and resource status summary at conclusion of mission.
- [] Keep IST Commander informed of significant events and any potential problems.
- [] Ensure all ESF #9 documentation is processed and filed for historical records.
- [] Provide a demobilization plan draft for staff review and IST Commander approval.
- [] Maintain Unit Log (ICS Form 214).

Demobilization Phase

- [] Ensure removal of displays and return all property to IST Administrative/Support Kit for shipment.
- [] Ensure historical records are properly prepared and turned over to IST Commander.
- [] Ensure all records and reports are turned over to the IST Documentation Unit prior to demobilization.
- [] Collect information from after-action meeting and prepare draft of IST After-Action Report.
- [] Conduct performance evaluation on all staff assigned to the IST Planning Section.
- [] Receive performance evaluation from IST Commander.

IST SITUATION UNIT LEADER

Operational Checklist

Upon Activation

- [] Upon initial notification of deployment, request the information outlined in the general requirements section for all IST members.

On-site Operations

- [] Receive briefing from IST Planning Section Chief including the following items:
 - Work schedule and performance expectations.
 - Activity schedule for situation reports, action planning, and briefings.
 - Display requirements.
 - Anticipated workload.
 - ERT Planning Section personnel.
- [] Obtain necessary maps and photos of the affected area.
- [] Set up work area with supplies and equipment from IST Administrative/Support Kit.
- [] Work with the IST Liaison Officer to get situation reports from other cooperating and assisting agencies.
- [] Collect and analyze situation data for all ESF #9 activities.
- [] Provide US&R Situation Report to ERT/ESF #5 Planning Section and ESF #9 Group as required.
- [] Set up wall displays (maps and charts as needed).
- [] Provide briefing on current situation as requested.
- [] Provide information to the ERT Joint Information Center (JIC), as authorized by the IST Planning Section Chief.
- [] Obtain needed information from the other IST personnel to complete the portion of the IST Incident Action Plan for the next planning meeting.
- [] Prepare summary status report at conclusion of mission.
- [] Submit copies of all records for each operational period to the IST Documentation Unit Leader.
- [] Maintain Unit Log (ICS Form 214).

Demobilization Phase

- [] Break down work area, remove displays, and return items to IST Administrative/Support Kit. Note any Kit shortages and give list to the IST Planning Section Chief.
- [] Identify issues for after-action meeting.
- [] Ensure all records and reports are turned over to the IST Documentation Unit prior to demobilization.
- [] Receive performance evaluation from your supervisor.

IST RESOURCES UNIT LEADER

Operational Checklist

Upon Activation

- [] Upon initial notification of deployment, request the information outlined in the general requirements section for all IST members.
- [] If possible, obtain a list of ESF #9 resources deployed.

On-site Operations

- [] Receive briefing from the IST Planning Section Chief.
- [] Set up resource status work area with supplies and equipment from IST Administrative/Support Kit.
- [] Make contact with the IST Situation Unit Leader and IST Liaison Officer to keep current status of ESF #9 resources.
- [] Establish check in procedures for all ESF #9 resources.
- [] Collect and maintain status on all ESF #9 resources assigned to US&R operations including personnel, equipment, and transportation assets (not task force equipment cache items).
- [] Maintain contact with the IST Time Unit Leader to obtain current resource database for IST personnel.
- [] Set up and maintain wall displays to display resource status of those assigned, available, and out of service.
- [] Maintain and post current resources status.
- [] Maintain contact with ESF #9 resources and facilities to ensure resources status changes are obtained in a timely manner.
- [] Assist in developing the IST IAP and the Situation Report.
- [] Provide resource summary for planning meetings.
- [] Prepare status summary at conclusion of mission.
- [] Maintain Unit Log (ICS Form 214).

Demobilization Phase

- [] Remove displays and return to IST Administrative/Support Kit. Note any kit shortages and give list to the IST Planning Section Chief.
- [] Submit all documentation and records and reports to the IST Documentation Unit prior to demobilization.
- [] List issues for discussion during team after-action meeting.
- [] Receive performance evaluation from your supervisor.

IST DOCUMENTATION UNIT LEADER

Operational Checklist

Upon Activation

- [] Upon initial notification of deployment, request the information outlined in the general requirements section for all IST members.

On-site Operations

- [] Receive briefing from the IST Planning Section Chief.
- [] Collect copies of all ESF #9 documentation previously prepared on current disaster and maintain master files for US&R activities.
- [] Initiate contact with the ERT Information and Planning Documentation Unit Leader to establish coordination/communications.
- [] Set up filing system for incident documentation.
- [] Set up for duplication and fax services as requested.
- [] Prepare memos and forms as directed to initiate actions and for follow-up documentation.
- [] Collect and file copies of all but not limited to:
 - Incident action plans
 - Situation reports
 - Mission assignments
 - Request for assistance forms
 - Memos
 - Property accountability forms
 - Contact list
 - US&R IST organization charts
 - Requisitions for equipment and supplies
 - Press releases
 - Operational/planning maps.
- [] Assist in developing the IST IAP and the Situation Report.
- [] Assist in recording at planning meetings, briefings, and other team meetings.
- [] Establish duplication service, and respond to requests.

- [] Maintain Unit Log (ICS Form 214).

Demobilization Phase

- [] At conclusion of mission, complete files and submit to IST Planning Section Chief.
- [] Identify issues for team after-action meeting.
- [] Ensure all records and reports are turned over to the IST Documentation Unit prior to demobilization.
- [] Assist IST Planning Section Chief in preparing After-Action Report.
- [] Return equipment and supplies to IST Administrative/Support Kit.
- [] Receive performance evaluation from supervisor.

IST DEMOBILIZATION UNIT LEADER

Operational Checklist

Upon Activation

- [] Upon initial notification of deployment, request the information outlined in the general requirements section for all IST members.
- [] Determine location of a type of facility for the POA and mobilization center.
- [] Determine the ESF #9 resources currently ordered or enroute to the mobilization center and their estimated time of arrival.

On-site Operations

- [] Obtain briefing from the IST Planning Section Chief.
- [] Check with the IST Resources Unit Leader, IST Situation Unit Leader, and IST Transportation Unit Leader to determine the possible demobilization dates, priorities, and complexity.
- [] Meet with the IST Liaison Officer to coordinate demobilization activities with cooperating and assisting agencies.
- [] Determine check out needs such as time recording, property, and rehabilitation in demobilization planning.
- [] Draft a Demobilization Plan for the IST Planning Section Chief several days in advance of need.
- [] After the Demobilization Plan is approved by the ESF #9 Leader and implemented, remain on scene until all resources are returned home.
- [] Maintain Unit Log (ICS Form 214), reports, and other documentation as required.
- [] Coordinate all activities with the IST POA/Mob Center Specialists.

Demobilization Phase

- [] Gather all documents and records and turn in to the IST Planning Section Chief.
- [] Account for all property under your control.
- [] Ensure all records and reports are turned over to the IST Documentation Unit prior to demobilization.

- [] Receive performance rating from supervisor.
- [] List issues for the after-action meeting and report.

IST STRUCTURES SPECIALIST

Operational Checklist

Upon Activation

- [] Upon initial notification of deployment, request the information outlined in the general requirements section for all IST members.

On-site Operations

- [] Receive briefing from the IST Planning Section Chief.
- [] Contact IST Safety Officer, Operations Section Chief, and other structures specialists to review priority area for structural evaluation.
- [] Make written, independent, on-site evaluations and prepare recommendations within established time frames. Use US&R Structure/Hazard Evaluation Forms.
- [] Attend planning meetings and briefings to make recommendations and brief personnel on structural situation.
- [] Inspect work sites to make sure mitigation measures are being made in accordance with action plan.
- [] Review functional staffing and recommend changes to meet strategic and demobilization planning.
- [] Maintain Unit Log (ICS Form 214) and other appropriate documentation of structural hazard mitigation.

Demobilization Phase

- [] Receive performance evaluation from supervisor.
- [] Document after-action items for section and team review with other structures specialists.
- [] Ensure all records and reports are turned over to the IST Documentation Unit prior to demobilization.
- [] Participate in after-action evaluation process.

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IST GEOGRAPHIC INFORMATION SYSTEMS SPECIALIST

Operational Checklist

Upon Activation

- [] Upon initial notification of deployment, request the information outlined in the general requirements section for all IST members.
- [] Contact GIS counterparts in affected areas to determine GIS capability and support.

On-site Operations

- [] Upon arrival, report to the IST Planning Section Chief to receive instructions, including:
 - Names and location of work supervisor
 - Location of work area
 - Copy of incident organization
 - Name and location of IST Structures Specialist
 - Meeting schedule and location
 - Work hours.
- [] Set up work area and advise supervisor of any shortages in equipment, supplies, and personnel.
- [] Line of work and assignments to meet deadlines.
- [] Meet with IST Structures Specialist and IST Operations Section personnel to assure GIS product meets needs.
- [] Attend planning meetings and briefings as requested.
- [] Supply copies of all materials generated for each operational period to the IST Planning Section Chief for inclusion into the documents.
- [] Maintain Unit Log (ICS Form 214).

Demobilization Phase

- [] Return all property and supplies.
- [] Send all files to the IST Planning Section Chief.

- [] Ensure all records and reports are turned over to the IST Documentation Unit prior to demobilization.
- [] Participate in after-action evaluation process.
- [] Prepare performance evaluation for GIS personnel.
- [] Receive performance evaluation from supervisor.

IST US&R SPECIALIST

Operational Checklist

Upon Activation

- [] Upon initial notification of deployment, request the information outlined in the general requirements section for all IST members.
- [] Obtain list of all resources being deployed.

On-site Operations

- [] Receive briefing from IST Planning Section Chief.
- [] As directed by supervisor, establish contact with ROC or local EOC officials and advise them of your functional responsibilities.
- [] Advise appropriate officials of possible resource needs and critical resource status data, such as task force and IST Estimate Time of Arrivals (ETAs), POA site, and ground transportation requirements.
- [] Coordinate with IST Logistics Section Chief to identify opportunities for local procurement of equipment and supplies.
- [] Provide technical support and advice, coordinating with IST Operations Section Chief and officials to ensure the effective requests for assignment and use of US&R task forces.
- [] Brief officials on the strategic capabilities of the IST and the tactical capabilities of the US&R task forces, including composition, organizational structure, limitations, and possible task force support.
- [] Attend State or local briefings and meetings as needed.
- [] Determine if any special reports or documents are required.
- [] Maintain Unit Log (ICS Form 214).

Demobilization Phase

- [] Brief officials on observations and issues prior to departure.
- [] Receive issues from officials to include in after-action meeting draft.

- [] Ensure all records and reports are turned over to the IST Documentation Unit prior to demobilization.
- [] Compile all required reports and documentation and submit to IST Planning Section Chief for review and inclusion in historical records.
- [] Submit any after-action issues to the IST Planning Section Chief.
- [] Receive performance evaluation from supervisor.

IST LOGISTICS SECTION CHIEF

Operational Checklist

Upon Activation

- [] Upon initial notification of deployment, request the information outlined in the general requirements section for all IST members.
- [] Ensure shipment of IST Administrative/Support Kit.
- [] Ensure ground transportation is ordered and available when team arrives at assigned location.
- [] Identify any special logistics needs for the IST of the team and obtain if possible before departing.
- [] Request necessary maps of the local and regional area if possible and coordinate the request with the IST Planning Section Chief.

On-site Operations

- [] Receive briefing from the IST Commander and brief the IST Logistics Section members.
- [] Obtain information on condition of highways, rail lines, airports, bridges, parks, and other local infrastructure details which may affect support to field operations.
- [] Check out and sign for support equipment and supplies from IST Administrative/Support Kit or DFO supply system.
- [] Work with IST Commander to determine work space requirements for the IST BoO.
- [] Ensure appropriate number of phones, and other forms of communications are in place to facilitate field operations.
- [] Ensure ESF #9 personnel have adequate billeting.
- [] Establish a resource ordering process with the IST Finance/Administration Section Chief and communicate process to task forces and IST members.
- [] Coordinate procurement actions before forwarding to IST Finance/Administration Section.
- [] Ensure adherence to Federal financial and procurement practices and procedures.
- [] Monitor IST Logistics Section to ensure adequate staffing to meet current and future needs.
- [] Ensure security needs are in place where ESF #9 resources are located.

- [] Provide information to the IST Planning Section on location and status of all logistics support facilities and accountable equipment.
- [] Maintain contact with US&R incident facilities, POA, mobilization centers, task forces, and IST technical specialists to ensure logistic requirements are being met.
- [] Confer with the IST Safety Officer and IST Veterinary Specialist, that sufficient food and potable water is provided.
- [] Ensure IST Logistics Section staff develop communication and transportation plans for your review prior to submission to the IST Planning Section.
- [] Ensure property accountability system, including tracking system, is being utilized for all property issued from the IST Administrative/Support Kit and/or procured during the operation.
- [] Ensure logistics requirements are incorporated into the Demobilization Plan.
- [] Coordinate with ESF #9 Leader, ESF #1, and DoD on transportation requirements for demobilization of task forces in accordance with the Demobilization Plan.
- [] Notify EST of ESF #9 resource ETAs and confirm arrival.
- [] Maintain Unit Log (ICS Form 214).

Demobilization Phase

- [] Break down work area, remove displays, and inventory and prepare IST Administrative/Support Kit for shipment.
- [] Gather from IST Logistics Section personnel all appropriate documentation/information needed for the After-Action Report including the identification of issues, discussion of each issue, and recommendations.
- [] Ensure all records and reports are turned over to the IST Documentation Unit prior to demobilization.
- [] Arrange transportation for IST and ESF #9 personnel and equipment.
- [] Receive performance evaluation from supervisor. Give performance evaluations to IST Logistics personnel.

IST COMMUNICATIONS UNIT LEADER

Operational Checklist

Upon Activation

- [] Upon initial notification of deployment, request the information outlined in the general requirements section for all IST members.
- [] Determine US&R task forces deployed and their radio operating frequencies.
- [] Disaster area communication system survivability.
- [] Amateur radio systems contacts in disaster area.
- [] Determine location and arrival time and location of IST communications cache.

On-site Operations

- [] Upon arrival, report to IST Logistics Section Chief and receive situation update and instructions.
- [] Set up work area with equipment from IST Administrative/Support Kit.
- [] Establish contact with other Communication Specialist on the ERT, including ERT Logistics, ESFs #2 and #4, and DoD/Defense Coordinating Element (DCE).
- [] As needed, obtain on-site operational radio frequencies for ESF #9 resources use from ESF #2 at DFO or ESF #9 representative in the EST.
- [] Determine on-site Disaster Communication System capabilities, limitations, and radio frequencies.
- [] Prepare, implement, and distribute the IST Radio Communications Plan (ICS Form 205).
- [] Establish and manage an ESF #9 message system in the IST BoO.
- [] Set up, test, maintain, and arrange for repair of ESF #9 radio and telecommunication equipment at the IST BoO.
- [] Issue radio and telecommunication equipment to ESF #9 personnel using the established IST equipment accountability system.
- [] Maintain records on all radio and telecommunications equipment as appropriate.

- [] Make contact with and request technical assistance from ESF #2 personnel on the ERT as needed.
- [] Recover issued equipment from IST personnel being released or reassigned.
- [] Maintain Unit Log (ICS Form 214).

Demobilization Phase

- [] Remove all ESF #9 Communication Unit displays and secure work area.
- [] Return all equipment borrowed from DFO.
- [] Ensure all records and reports are turned over to the IST Documentation Unit prior to demobilization.
- [] Ensure all IST issued equipment has been returned and is correctly repacked in the IST Administrative/Support Kit.
- [] Account for all equipment still issued to IST staff.
- [] Identify and tag equipment either damaged or in need of repair in Unit Log and fill out necessary property accountability forms.
- [] Identify issues for after-action meeting and report.
- [] Receive performance evaluation from supervisor.

IST MEDICAL UNIT LEADER

Operational Checklist

Upon Activation

- [] Upon initial notification of deployment, request the information outlined in the general requirements section for all IST members.
- [] Forward Oath of Office Declaration to United States Public Health Service (USPHS).
- [] List of all ESF #9 resources being deployed.
- [] Determine incident impact on local medical infrastructure.
- [] Obtain briefing from Centers for Disease Control (CDC), National Oceanic and Atmospheric Administration (NOAA), National Institute of Occupational Safety and Health (NIOSH) on impacted area.
- [] Inventory IST medical equipment.
- [] List all facilities, including mobilization center location.
- [] Contact IST Veterinary Specialist and arrange to meet at the disaster.

On-site Operations

- [] Upon arrival, report to IST Logistics Section Chief and receive instructions.
- [] Set up work area with supplies and equipment from IST Administrative/Support Kit.
- [] Establish IST member medical plan:
 - Collect and review Responder Information Sheets of deployed IST members.
 - Establish designated IST member medical treatment area.
 - Define sick call procedure.
 - Individually assess IST members for signs of stress, injury, or illness and document as appropriate.
 - Provide input through the IST Safety Officer reference IST operational work period, food, hydration, rest, and recreation.
 - Complete the medical check-in of each IST member within 48 hours of arrival at the IST BoO.

[] Contact DoD and ESF #8 Medical Services Unit (MSU) for information:

- Air medical evacuation plan for transport of ESF #9 personnel, if local medical community cannot supply/support patient load.
- Disaster Medical Assistance Team (DMAT):
 - ◊ Number deployed
 - ◊ Capabilities of DMATs
 - ◊ Location of DMATs
 - ◊ DoD facilities
 - ◊ Veterinary capabilities, hospitals, etc.

[] Contact local EMS agency:

- Telephone and pager number for 24-hour access.
- Operational radio frequency.
- Level of care – Advanced Life Support (ALS) and Basic Life Support (BLS) available for ESF #9 personnel and local community.
- Average response time to operational areas and average transport to appropriate medical facility from operational areas.
- Number of transport units available.
- Location of EMS staging area.
- Name, telephone/pager number for EMS Medical Director.

[] Contact local EOC, Incident Commander, Health Department, or emergency manager:

- Telephone and pager number for 24-hour access.
- Provide all contact numbers to the IST Communications Unit Leader.

[] Contact local hospitals:

- Most direct route of travel from operational areas.
- Trauma status (level, accepting, re-route).
- Bed availability (consider reported number of potential patients).

[] Emergency department:

- Number of beds, staffing.
- Physician qualifications.
- Sub-specialty availability – burn unit, neuro, eye, ortho, hyperbarics, Computed Axial Tomography (CAT), and Magnetic Resonance Imaging (MRI).
- Point of contact name, telephone/pager number.

[] Other medical services:

- Ancillary, including podiatrist, chiropractor.

- Dentists, oral surgery.
 - Operational pharmacies, medical equipment, medical suppliers.
- [] Veterinary medicine:
- Meet with IST Veterinary Specialist and discuss duties and needs.
 - Most direct route of travel from operational areas.
 - Name, telephone/pager number for 24-hour contact.
 - Review needs for sufficient food and potable water for all ESF #9 personnel.
- [] Ensure status is collected for all medical resources assigned to ESF #9 operations.
- Tabulate and prioritize all medical resources (US&R, local, DMAT, Red Cross, etc.).
- [] Develop IST Medical Action Plan for each operational period for inclusion in the IST Incident Action Plan that includes:
- ICS Form 206.
 - Name, telephone/pager number for 24-hour access.
 - Clearly defined transportation methodology.
 - Special logistical considerations.
 - Anticipated medical operations/needs for the day.
 - Chronology of injury/illness log.
 - Current medical problems (identified, pending, resolved).
 - Medical logistics concerns.
- [] Perform disaster site medical risks assessment:
- Physical, chemical, and biological hazards.
 - Public health concerns.
 - Extended incident stress factors.
- [] Provide input to IST Safety Officer to ensure:
- IST IAP safety message includes:
 - ◇ Anticipated environmental considerations (weather, airborne/bloodborne pathogens, etc.).
 - ◇ Vector, rodent, animal, reptile concerns.
 - ◇ Condition of structures ESF #9 members are working on.
 - ◇ Level of PPE required for ESF #9 operations, including clothing, airway and footwear.
 - ◇ Injury and disease trends observed with other ESF #9 members, locals.
 - ◇ Hand washing/latrine locations.
 - ◇ Decontamination station and type.
 - ◇ Protective health measures recommended, including sunscreen, insect repellent, hydration plan.

- Provide assistance to IST Logistics Section Chief to ensure that medical supply requests are promptly filled.
 - IST task force BoO locations:
 - ◊ Have adequate food/water, shelter, and sanitation.
 - ◊ Have adequate re-supply of necessary health and welfare requirements after 72 hours.
- [] Coordinate with IST Logistics Section Chief to insure that medical resupply requests are promptly filled.
- [] Maintain IST Medical Unit operations journal.
- [] Maintain IST/ Task Force Injury/Illness Log.
- [] Maintain database of all Workers Compensation forms filed.
- [] Coordinate with the IST Compensation/Claims Unit Leader and check for medical accuracy of compensation and related forms.
- [] Track hospitalized ESF #9 members.
- [] Obtain information from the CDC regarding impacted area that includes:
- Endemic disease threats and countermeasures.
 - Environmental threats and countermeasures.
 - Immunizations recommendations.
 - Decontamination procedures.
 - Consider deployment of a CDC Assessment Team.
- [] Conduct medical briefing with task force Medical Team Managers at each shift exchange:
- Collect Task Force Injury/Illness Log. Provide to IST Comp/Claims Unit Leader.
 - Collect and disseminate medical surveillance information:
 - ◊ Victim:
 - Pertinent medical care issues from previous operational period.
 - Consider/anticipate special medical needs for current operational period.
 - ◊ Task force members: (disseminate updated Medical Assessment Form)
 - Disseminate collected Injury/Illness Log from previous operational period.
 - Document and report significant injury/illness trends.
 - Recommend corrective preventive/protective measures.
- [] Assure ESF #9 personnel death procedures are followed if fatality occurs.

- [] Identify medical support and/or other needs of task force Medical Team Managers.
- [] Collect final Injury/Illness Log from each task force as it demobilizes.
- [] Prepare situation and resource status summary at conclusion of mission.
- [] Maintain Unit Log (ICS Form 214).

Demobilization Phase

- [] Document issues for after-action meeting and report.
- [] Ensure all records and reports are turned over to the IST Documentation Unit prior to demobilization.
- [] Prepare input to IST After-Action Report that includes:
 - Documentation of care provided to IST members.
 - Compilation of Injury/Illness Logs of ESF #9 members.
 - Summary of Workers Compensation Claims
 - Compilation of victim morbidity/mortality summary.
 - Compilation of medical supplies used, re-ordered; by type and amount.
- [] Receive performance evaluation from the IST Logistics Section Chief.
- [] Give performance evaluation to IST Veterinary Specialist.
- [] Identify issues and participate in after-action meetings.

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IST VETERINARY SPECIALIST

Operational Checklist

Upon Activation

- [] Upon initial notification of deployment, request the information outlined in the general requirements section for all IST members.

On-site Operations

- [] Report to the IST Medical Unit Leader for briefing and instructions.
- [] Prepare daily veterinary section of the IST Incident Action Plan including current status of canine, logistic concerns, and evacuation or treatment plan for ill or injured canine.
- [] Consult with the IST Medical Unit Leader regarding concerns with sanitation; food acquisition, inspection, and preparation; hygiene; biohazard; vector control; and water supply and purification for canines.
- [] Attend mandatory daily briefings with IST Medical Unit Leader.
- [] Contact local veterinarians and facilities to provide local support and evacuation or treatment of canines.
- [] Coordinate canine support services for all task forces, including shelters and kennels, shift relief and rest periods, food and water, bathing, decontamination, and exercise and relief areas.
- [] Provide direct veterinary care to injured or ill task force dogs.
- [] Maintain Canine Injury/Illness log.
- [] Provide evaluation of handlers and dogs on-site including health and vaccination status, field performance, and restrictions or limitations.
- [] Assist the IST Medical Support Unit Leader in providing health and sanitation support for ESF #9 resources.
- [] Maintain Unit Log (ICS Form 214).

Demobilization Phase

- [] Document issues for after-action meeting and report and forward to the IST Medical Unit Leader.
- [] Ensure all records and reports are turned over to the IST Documentation Unit prior to demobilization.
- [] Receive performance evaluation from supervisor.
- [] Inventory supplies and equipment for cache or other disposition.

IST SUPPLY UNIT LEADER

Operational Checklist

Upon Activation

- [] Upon initial notification of deployment, request the information outlined in the general requirements section for all IST members.
- [] Verify IST Administrative/Support Kit has arrived at the IST BoO.

On-site Operations

- [] Upon arrival, report to IST Logistics Section Chief for briefing.
- [] Request from IST Resources Unit Leader a copy of all ESF #9 resources being deployed and their status.
- [] Set up an operational area for the IST Supply Unit.
- [] Contact the IST Procurement/Contract Unit Leader in the IST Finance/Administration Section to establish procurement procedures.
- [] Place and document orders in a timely manner, and consolidate orders when possible.
- [] Develop and implement security requirements through the IST Facilities Unit Leader.
- [] Provide for maintenance of equipment as needed.
- [] Through ESF #9 Leader, establish contact with ESFs #1, #2, and #7 to discuss ordering process.
- [] Establish contact with IST POA/Mob Center Specialist and identify special task force requirements.
- [] Maintain Unit Log (ICS Form 214).

Demobilization Phase

- [] Account for and document on the appropriate forms the disposition of all property or other accountable items.
- [] Ensure all records and reports are turned over to the IST Documentation Unit prior to demobilization.

- [] Identify issues for after-action meeting and report.
- [] Inventory IST Administrative/Support Kit and prepare it for return shipment.
- [] Receive performance evaluation from supervisor.

IST TRANSPORTATION UNIT LEADER

Operational Checklist

Upon Activation

- [] Upon initial notification of deployment, request the information outlined in the general requirements section for all IST members.

On-site Operations

- [] Upon arrival, report to IST Logistics Section Chief and receive briefing.
- [] Acquire list of ESF #9 personnel and their status and mode of transportation.
- [] Keep IST Resources Unit Leader advised of all status changes relative to personnel transportation requirements.
- [] Identify and develop request for aircraft resources.
- [] Prepare ESF #9 ground transportation plan showing vehicle identification, and drivers' assigned location and tasks for each operational period.
- [] Maintain inventory of transportation vehicles assigned to ESF #9 resources.
- [] Arrange with IST Procurement/Contracting Unit Leader for fueling, maintenance, and repair of transportation resources.
- [] Conduct road system survey to determine safe egress and ingress to disaster affected areas.
- [] Assure all ESF #9 drivers are briefed on transportation system conditions.
- [] Coordinate ESF #9 transportation requirements with the IST POA/Mob Center Specialist.
- [] Maintain appropriate documentation on rented transportation equipment. Turn records in daily to the IST Finance/Administration Section Chief.
- [] Develop a vehicle traffic plan indicating traffic routes, parking areas, and hazards in coordination with the IST Safety Officer.
- [] Maintain Unit Log (ICS Form 214).

Demobilization Phase

- [] Coordinate ESF #9 resources return transportation needs for both personnel and equipment in accordance with the Demobilization Plan.

- [] Submit all required records and reports to IST Logistics Section Chief.
- [] Ensure all records and reports are turned over to the IST Documentation Unit prior to demobilization.
- [] Identify issues for after-action meeting and report.
- [] Receive performance evaluation from supervisor.
- [] Compile transportation manifests of ESF #9 personnel during demobilization process.

IST POINT OF ARRIVAL/MOBILIZATION CENTER SPECIALIST

Operational Checklist

Upon Activation

- [] Upon initial notification of deployment, request the information outlined in the general requirements section for all IST members.
- [] Location of mobilization center or POA.
- [] Type of facility where mobilization center is located.
- [] Determine if ESF #9 resources are currently ordered or enroute to mobilization center and their estimated time of arrival.

On-site Operations

- [] Upon arrival, report to IST Transportation Unit Leader to receive briefing and instructions.
- [] Sign out needed equipment and supplies from IST Administrative/Support Kit and check equipment for operational readiness.
- [] Proceed to mobilization center location and notify DFO/ESF #9 upon arrival. Set up work area and establish contact with participating agencies or ROC/EOC Liaisons and inform them of your role and responsibilities.
- [] Obtain information on incoming ESF #9 resources.
- [] Brief incoming and departing ESF #9 resources to help resolve any concerns or issues.
- [] Collect and post a mobilization center list of key contacts and phone numbers.
- [] Assure ESF #9 resources are properly cared for (billeting, feeding, transportation etc.).
- [] Coordinate with the IST Transportation Unit Leader to meet transportation needs.
- [] Maintain a current status of ESF #9 resources.
- [] Keep IST Planning Section informed of ESF #9 resource status and immediately transmit any status change to IST Planning Section Chief.
- [] Assure ESF #9 supplies and equipment are properly stored and secured.

- [] Assist ESF #9 representatives in resolving coordination problems with mobilization center management personnel.
- [] Maintain Unit Log (ICS Form 214).

Demobilization Phase

- [] Obtain a copy of the ESF #9 demobilization plan.
- [] Coordinate with the IST Demobilization Unit Leader to ensure coordination and logistical support system is in place at the mobilization center for demobilizing ESF #9 resources.
- [] Ensure all records and reports are turned over to the IST Documentation Unit prior to demobilization.
- [] Identify issues for the after-action meeting and report.
- [] Return any assigned equipment or supplies you have checked out.
- [] Notify participating agencies of your demobilization schedule.
- [] Receive performance evaluation from supervisor.

IST FACILITIES UNIT LEADER

Operational Checklist

Upon Activation

- [] Upon initial notification of deployment, request the information outlined in the general requirements section for all IST members.
- [] Type of facility the IST BoO will be located at.

On-site Operations

- [] Contact IST Logistics Section Chief for briefing.
- [] Coordinate facility space needs with IST including phone, electrical, equipment, and supply needs.
- [] Arranges through the IST Supply Unit Leader, local providers, ESF #11, etc., for food, potable water, and sanitation needs for ESF #9 resources.
- [] Ensure proper origin and storage of all food prepared on-site or donated to the site for consumption.
- [] Conduct periodic safety inspections to assure compliance with health and safety regulations and fire codes.
- [] Arrange through the IST Logistics Section Chief for security at all facilities occupied by the ESF #9 resources.
- [] Determine or establish special requirements or restrictions on facilities.
- [] Ensure that facility equipment is set up and functioning.
- [] Assist IST members in acquiring sleeping accommodations and rest areas.
- [] Maintain accountability of non-expendable facility equipment.
- [] Assist IST Logistics Section Chief in preparing After-Action Report.
- [] Maintain Unit Log (ICS Form 214).

Demobilization Phase

- [] Restore IST work area to pre-incident condition. Get agreement from site official that the area is rehabilitated to standard.
- [] Submit all required records and reports to IST Logistics Section Chief.
- [] Ensure all records and reports are turned over to the IST Documentation Unit prior to demobilization.
- [] List issues for the after-action meeting and report.
- [] Receive performance evaluation from supervisor.

IST FINANCE/ADMINISTRATION SECTION CHIEF

Operational Checklist

Upon Activation

- [] Upon initial notification of deployment, request the information outlined in the general requirements section for all IST members.

On-site Operations

- [] Receive initial briefing from IST Commander and brief IST Finance/Administration Section members.
- [] Set up IST Finance/Administration work area with supplies and equipment from IST Administrative/Support Kit.
- [] Coordinate with the IST Commander and ESF #9 Leader on procurement limitations and other incident-specific procedures to be followed.
- [] Coordinate financial transactions with ERT Administration/Finance Section Chief.
- [] Ensure establishment of an electronic database/spreadsheet for cost collection and analysis.
- [] Ensure established time keeping procedures.
- [] Provide cost data summary to IST Planning Section daily.
- [] Provide input to ERT Finance/Administration Section on administrative and cost analysis matters.
- [] Brief IST on incident business management-related issues needing attention.
- [] Review procurement of equipment and supplies for adherence to Federal acquisition regulations.
- [] Ensure financial documents initiated at the incident are properly prepared and completed.
- [] Establish contacts with vendors as requested and secure contracts if necessary.
- [] Coordinate with IST Medical Unit Leader regarding medical care and documentation for ill or injured ESF #9 personnel.

- [] Ensure resolution of potential claims whenever possible, including workers compensation claims.
- [] Submit all required administrative and financial data to IST Planning Section for inclusion in the daily IST IAP.
- [] Task IST Time Unit Leader to prepare and keep a current database.
- [] Maintain Unit Log (ICS Form 214).

DEMOBILIZATION PHASE

- [] Return all property to the IST Administrative/Support Kit for shipment.
- [] Brief ERT Finance/Administration Section on ESF #9 incident-related administrative and financial issues needing attention and follow-up prior to leaving incident.
- [] Ensure development of a summary estimate of costs. Submit to IST Commander and ESF #9 Leader.
- [] Provide all administrative and financial documents to IST Planning Section Chief for historical files prior to departure.
- [] Receive IST personnel database information from the IST Planning Section Chief.
- [] Ensure all records and reports are turned over to the IST Documentation Unit prior to demobilization.
- [] Give performance evaluation to IST Finance/Administration Section personnel.
- [] Receive performance evaluation from IST Commander.
- [] Identify and report after-action issues to the IST Planning Section.

IST TIME UNIT LEADER

Operational Checklist

Upon Activation

- [] Upon initial notification of deployment, request the information outlined in the general requirements section for all IST members.

On-site Operations

- [] Obtain a briefing from the IST Finance/Administration Section Chief.
- [] Set up work areas.
- [] Establish personnel and equipment time records using the appropriate forms.
- [] Develop an IST personnel database and keep the IST Resources Unit Leader supplied with current information.
- [] Contact IST Transportation Unit Leader and arrange for daily delivery of equipment time records to be posted.
- [] Check with the IST Resources Unit Leader to assure all incident personnel are under time record keeping. Share records to assure all ESF #9 personnel have time records and are included in the IST Planning Section's Resource System.
- [] Maintain Unit Log (ICS Form 214).

Demobilization Phase

- [] Return time records to IST Documentation Unit.
- [] Account for all property under the IST Time Unit Leader control.
- [] Provide all historical records to the IST Finance/Administration Section Chief.
- [] Ensure all records and reports are turned over to the IST Documentation Unit prior to demobilization.
- [] Receive performance evaluation from supervisor.
- [] Identify and report any after-action issues.

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IST PROCUREMENT/CONTRACT UNIT LEADER

Operational Checklist

Upon Activation

- [] Upon initial notification of deployment, request the information outlined in the general requirements section for all IST members.
- [] Contact key agencies in the disaster area and obtain names and phone numbers for key procurement and contract specialists.

On-site Operations

- [] Receive briefing from the IST Finance/Administration Section Chief.
- [] Coordinate with ESF #9 Leader to determine ESF #7 role in the procurement process and brief the IST Finance/Administration Section Chief and IST Commander.
- [] Develop procurement procedures and review with the IST Finance/Administration Section Chief, IST Supply Unit Leader, and ERT counterpart.
- [] Coordinate all procurements prior to approval by IST Commander and ESF #9 Leader.
- [] Coordinate with the local jurisdiction on supply sources.
- [] Assure procurement items arrive as scheduled and are entered into accountability records.
- [] Transmit procurement instruments to appropriate organizations for prompt payment of invoices.
- [] If contracts for services are required, obtain draft copies from suppliers and review them with the IST Finance/Administration Section Chief, IST Supply Unit Leader, and counterpart in the ERT.
- [] Ensure that all commitment documents have been delivered to the IST Procurement Unit Leader for action.
- [] Maintain a log of procurements and contracts, tracking the flow of goods and services.
- [] Coordinate the cost data with the IST Time Unit Leader.
- [] Follow up to assure prompt payment to vendors.

- [] Contact the IST Compensation/Claims Unit Leader to assure there are no claims related to contracting or procurement.
- [] Maintain Unit Log (ICS Form 214).

Demobilization Phase

- [] Complete any sign-off on procurement or contract services.
- [] For payment to vendors still not received, supply each vendor with the name and phone number to contact the responsible government person for follow-up on payment.
- [] Account for all property under your control.
- [] Ensure all records and reports are turned over to the IST Documentation Unit prior to demobilization.
- [] Receive performance evaluation from supervisor.
- [] Identify and report any after-action issues.

IST COMPENSATION/CLAIMS UNIT LEADER

Operational Checklist

Upon Activation

- [] Upon initial notification of deployment, request the information outlined in the general requirements section for all IST members.

On-site Operations

- [] Obtain briefing from the IST Finance/Administration Section Chief.
- [] Determine if the compensation and claims function will be shared with another person.
- [] Establish a work area and assure all witness statements, signatures, and other documentation are obtained while persons are still on the scene.
- [] Ensure that compensation forms meet the receiving agency needs.
- [] Check with the IST Medical Unit Leader and IST Safety Officer to make sure you receive prompt notification of all injuries.
- [] Work with IST Medical Unit Leader to follow up on billing procedures with hospitals.
- [] Maintain an injury log and review with the IST Medical Unit Leader and IST Safety Officer for accuracy.
- [] Ensure that authority for treatment release accompanies all persons seeking treatment.
- [] Initiate claims investigations.
- [] Ensure site and property being investigated are secured.
- [] Coordinate with the investigation team when necessary.
- [] Obtain witness statements for all claims.
- [] Review investigation reports for accuracy and completeness.
- [] Maintain Unit Log (ICS Form 214).

Demobilization Phase

- [] Turn over claims record folders to responsible agency individuals and receive a written receipt stating to, from, date, time, contents, and status.
- [] Account for all property under your control.
- [] Ensure all records and reports are turned over to the IST Documentation Unit prior to demobilization.
- [] Receive performance evaluation from supervisor .
- [] Identify and report any after-action issues.

IST COST UNIT LEADER

Operational Checklist

Upon Activation

- [] Upon initial notification of deployment, request the information outlined in the general requirements section for all IST members.

On-site Operations

- [] Obtain a briefing from the IST Finance/Administration Section Chief.
- [] Set up work areas.
- [] Coordinate with other IST Sections to ensure cost reporting procedures are established and followed.
- [] Establish cost data records using the appropriate forms.
- [] Track all ESF #9 costs.
- [] Develop ESF #9 cost summaries.
- [] Provide resources-use cost estimates to the IST Planning Section Chief when requested.
- [] Provide cost savings recommendations to the IST Finance/Administration Section Chief.
- [] Maintain Unit Log (ICS Form 214).

Demobilization Phase

- [] Return cost records to processing agency.
- [] Account for all property under the IST Cost Unit Leader control.
- [] Provide all historical records to the IST Finance/Administration Section Chief.
- [] Ensure all records and reports are turned over to the IST Documentation Unit prior to demobilization.
- [] Receive performance evaluation from supervisor.
- [] Identify and report any after-action issues.

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IST ADMINISTRATIVE SPECIALIST

Operational Checklist

Upon Activation

- [] Upon initial notification of deployment, request the information outlined in the general requirements section for all IST members.

On-site Operations

- [] Receive initial briefing and assignment including the following items, from the IST Finance/Administration Section Chief or assigned supervisor:
 - Work area and hours.
 - Deadlines, standards, and meetings.
 - Where to get help and report problems.
- [] Set up work area and report any needs.
- [] Advise the supervisor when work is completed.
- [] Brief the supervisor of uncompleted work prior to shift change.
- [] Brief relief as necessary.
- [] Maintain Unit Log (ICS Form 214).

Demobilization Phase

- [] Clean work area and turn in supplies and property.
- [] Ensure all records and reports are turned over to the IST Documentation Unit prior to demobilization.
- [] Receive performance evaluation from supervisor.
- [] Participate in the after-action meeting.

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APPENDIX J

FORMS, REPORTS,

AND GUIDES

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APPENDIX J

FORMS, REPORTS, AND GUIDES

The following blank forms are provided for duplication purposes. Completed examples are included to assist the user in proper use. The Planning and Shift Guides A, B, and C are used in the Planning Section to assist in meetings, briefings, and the planning process.

- DOL - CA-1 Federal Employee's Notice of Traumatic Injury and Claim for Continuation of Pay/Compensation
- DOL - CA-2 Notice of Occupational Disease and Claim for Compensation
- DOL - CA-7 Claim for Compensation
- DOL - CA-17 Duty Status Report
- DOL - CA-20 Attending Physician's Report
- FEMA FF 40-1 Requisition and Commitment for Services and Supplies
- FEMA FF 60-1 Requisition for Supplies, Equipment, and/or Services
- FEMA FF 61-8 Property Transfer Report
- FEMA FF 61-9 Custody Receipt for Government Property on Personal Charge
- FEMA FF 61-10 Government Property Lost or Damaged (GPLD) Survey Certificate
- ICS 202 Incident Objectives
- ICS 203 Organization Assignment List
- ICS 204 Division Assignment List
- ICS 205 Incident Radio Communications Plan
- ICS 206 Medical Plan
- ICS 211 Incident Check-In List
- ICS 213 General Message Form
- ICS 214 Unit Log
- ICS 218 Support Vehicle Inventory
- ICS 219 T-Card
- ICS 221 Demobilization Checkout
- ICS 226 Individual Performance Rating
- SF-61 Employment Affidavit
- US&R—006 After-Action Debriefing
- US&R—007 Time Record
- US&R—012 IST Office Requirements Letter
- US&R—013 ESF #9 Fatality Procedure
- US&R—014 Patient Referral
- US&R—015 Medical Intelligence Data
- US&R—016 IST/Task Force Injury/Illness Log
- US&R—201 Operational Briefing
- US&R—205-T US&R Communication Plan — Telephone

- US&R—207-IST IST Organization
- US&R—209 Situation Report
- US&R—Guide A Planning Cycle Time
- US&R—Guide B Planning Process Checklist
- US&R—Guide C Shift Briefing Format.