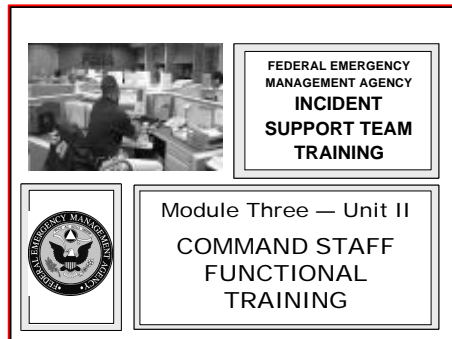


MODULE 3: UNIT II — COMMAND STAFF FUNCTIONAL TRAINING

A. FUNCTIONAL RESPONSIBILITIES OF THE IST

Introduction



Introduction

■ Objectives

- Identify relationships
- IST Command and Task Force leadership.
- Engagement/disengagement process
 - Delegations
 - MOU
- Flow of information and use of forms
- Key elements
 - Position Descriptions
 - Operational Checklists

2

Introduction

■ Objectives

- Command input to the action plan
- Roles, responsibilities and protocols related to media information
- After-action reporting requirements
- Types of IST briefings

3

MODULE 3: UNIT II — COMMAND STAFF FUNCTIONAL TRAINING

Responsibilities of the IST

- IST ESF-9 Leader ensures objectives are accomplished
- IST command element:
 - manages IST personnel and functions
 - Interacts w/ ERT ESF-9 Leader and local Incident Commander
 - IST is part of ERT

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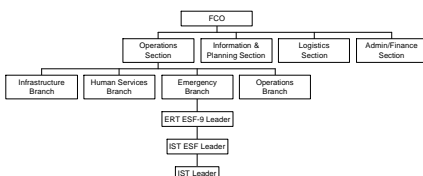
Responsibilities of the IST

- More than one IST activated:
 - Each IST will manage resources assigned them
 - EST will coordinate issues not resolved in the field
- MOU
 - Responsibilities
 - Scope of mission

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Responsibilities of the IST

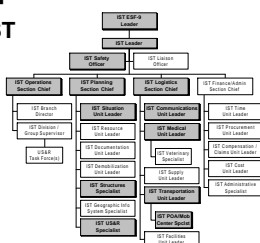
■ Organization



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Responsibilities of the IST

■ IST



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A. FUNCTIONAL RESPONSIBILITIES OF THE IST (continued)

IST Command

- The IST ESF-9 Leader ensures that Emergency Response Team (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.
 - The IST Leader, who reports to the IST ESF-9 Leader, manages the IST.
- The purpose of the command element of the IST is to manage the Incident Support Team personnel and functions.
- The command element interacts with the ERT ESF-9 Leader and the local Incident Commander.
- The IST is part of the ERT and is tasked to support the local Incident Commander.
- When more than one IST is activated, each 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.
- The IST Leader, in conjunction with the local IC, develops an Memorandum of Understanding (MOU) between them that defines:
 - Responsibilities
 - Scope of mission

MODULE 3: UNIT II — COMMAND STAFF FUNCTIONAL TRAINING

A. FUNCTIONAL RESPONSIBILITIES OF THE IST (continued)

IST Command Staff

The IST Command Staff is responsible for providing assistance and recommendations to the IST Leader. The IST Command Staff participates in the development and approval of the IST Action Plan (AP).

- The IST Safety and IST Liaison Officers report to the IST Leader.
- 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.

Responsibilities of the IST

- IST Command Staff responsible for providing input to IST Leader.
- Command Staff assists in development of the AP.

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Responsibilities of the IST

- IST Command Staff
 - IST Safety Officer
 - Assures personnel safety
 - IST Liaison Officer
 - Interacts with assisting / cooperating agencies

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MODULE 3: UNIT II — COMMAND STAFF FUNCTIONAL TRAINING

A. FUNCTIONAL RESPONSIBILITIES OF THE IST (continued)

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 Leader, 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 AP. The IST Operations Section Chief also requests, reassigns, or releases ESF-9 resources with the concurrence of IST Leader and IST ESF-9 Leader, recommends expedient changes to the IST AP as necessary, and leads the preparation of the operational section of the AP.
- When activated, the IST Operations Branch is responsible for the implementation of that portion of the IST AP 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 AP. 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.

Responsibilities of the IST

- **IST Operations Section:**
 - US&R mission objectives
- **IST Operations Chief reports to the IST Leader.**

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Responsibilities of the IST

- **IST Ops Section Chief:**
 - Supervises Ops Section
 - Requests/assigns ESF-9 resources
 - Input to the AP

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Responsibilities of the IST

- **IST Operations Branch:**
 - Implementation of assigned portion of the AP
 - IST Branch Director(s) report to Ops Section Chief
 - Branch Directors participate in planning/briefing meetings

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Responsibilities of the IST

- **IST Division/Group Supervisors:**
 - Implementation of assigned portion of the AP
- **Division**
 - Defined geographic area
- **Group**
 - Assembled functional resources

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MODULE 3: UNIT II — COMMAND STAFF FUNCTIONAL TRAINING

A. FUNCTIONAL RESPONSIBILITIES OF THE IST

IST Operations Section (continued)

- Each US&R task force is responsible for meeting assigned tactical goals and objectives that contribute toward accomplishing IST AP 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.

Responsibilities of the IST

- **US&R Task Forces:**
 - Responsible for assigned goals and objectives
 - TFL responsible for task force elements and functions
 - TFL reports to assigned Ops officer

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IST Planning Section

The IST Planning Section compiles and distributes the IST AP. 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 Leader, 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.

Responsibilities of the IST

- **IST Planning Section**
 - Compiles/distributes AP
 - Incident developments/status
 - Predictions
 - Demobilization
- **IST Planning Section Chief** reports to IST Leader

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MODULE 3: UNIT II — COMMAND STAFF FUNCTIONAL TRAINING

A. FUNCTIONAL RESPONSIBILITIES OF THE IST

IST Planning Section (continued)

- IST US&R Specialists provide information about the National US&R Response System and IST and US&R task force capabilities and use to Regional Operations Center (ROC), State, and local Emergency Operations Center (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.

Responsibilities of the IST

- **Technical Specialists**
 - Specialized knowledge/expertise
 - IST US&R Specialists
 - ROC
 - State EOC
 - Local EOC

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Responsibilities of the IST

- **Planning**
 - Written documentation — AP
 - AP for each operational period
 - Strategic plans projections
 - Attachments:
 - Medical
 - Safety
 - Communications

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Planning

Written documents are required for effective Action Plans, and strategic and demobilization planning. The IST AP 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 AP.

MODULE 3: UNIT II — COMMAND STAFF FUNCTIONAL TRAINING

A. FUNCTIONAL RESPONSIBILITIES OF THE IST

Planning (continued)

Responsibilities of the IST

■ Planning

- Strategic plans for ERT Info & Planning Section
- Developed from FEMA/State meetings
- ESF-9 stand-alone strategic plans

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Responsibilities of the IST

■ Planning

- Demobilization planning must start early
 - Personnel rehab
 - Equipment rehab
 - CIS debriefings
 - Transportation
 - After-Action Report

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- 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.

MODULE 3: UNIT II — COMMAND STAFF FUNCTIONAL TRAINING

A. FUNCTIONAL RESPONSIBILITIES OF THE IST (continued)

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.

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.

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 Emergency Support Team (EST), as required.

Responsibilities of the IST

- **Information Flow**
 - Ops briefing at start of each operational period
 - Latest information on accomplishments
 - Priorities for next ops period
 - TFLs report accomplishments / recommendations

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Responsibilities of the IST

- **Situation Reporting**
 - IST Situation Unit tracks ESF-9 situation / activities
 - Provides to ERT Info & Planning Section for inclusion in the ERT situation report

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Responsibilities of the IST

- **Resource Status**
 - IST Planning Section tracks all ESF-9 resources
 - Prominently displayed
 - Provided to ERT and EST as required

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MODULE 3: UNIT II — COMMAND STAFF FUNCTIONAL TRAINING

A. FUNCTIONAL RESPONSIBILITIES OF THE IST (continued)

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 Leader, 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 re-supply, 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 IST ESF-9 Leader, is responsible for ensuring that Federal procurement principles and practices are followed.
- During the initial stages of the disaster, the Disaster Field Office (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 ERT ESF-9 Leader, has access to Federal agencies and departments, which have the capability to support various needs of the ESF-9 resources.

Responsibilities of the IST

■ IST Logistics Section

- Provides ESF-9 resources with:
 - Facilities
 - Services
 - Materiel
- IST Log Section Chief reports to IST Leader

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Responsibilities of the IST

■ IST Logistics

- 72-hour self-sufficiency
- Anticipates potential logistics support
 - Medical
 - Food
 - Transportation
 - Facilities

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Responsibilities of the IST

■ DFO not operational in early stages of the incident

- IST will probably be assigned to State EOC or local EOC

■ Once DFO is operational

- IST relocates to DFO or other assigned location

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MODULE 3: UNIT II — COMMAND STAFF FUNCTIONAL TRAINING

A. FUNCTIONAL RESPONSIBILITIES OF THE IST

IST Logistics Section (continued)

Some examples of the available support within the DFO are:

- **Medical:**
 - ESF-8 (Public Health Service, Veterans Administration)
 - Supplies & Equipment: General Services Administration (GSA)
 - U.S. Department of Agriculture (USDA) Forest Service
 - Department of Defense (DoD)
- **Communications:**
 - GSA
 - USDA Forest Service
- **Transportation:**
 - Department of Transportation (DOT)
 - DoD
 - FEMA

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.

Responsibilities of the IST

■ **Support within DFO**

- **Medical**
 - ESF-8 / GSA
 - Forest Service / DOD
- **Communications**
 - GSA / Forest Service
- **Transportation**
 - DOT / DOD
 - FEMA

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Responsibilities of the IST

■ **Resource Ordering**

- Requests originate from three sources:
 - State/local government
 - ESF-9 Group at DFO
 - Activated US&R task forces

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MODULE 3: UNIT II — COMMAND STAFF FUNCTIONAL TRAINING

A. FUNCTIONAL RESPONSIBILITIES OF THE IST

Resource Ordering (continued)

Responsibilities of the IST

- **Resource Ordering**
 - Requests through local channels to State EMA
 - State EMA forwards to FEMA
 - ROC sends to EST at FEMA HQ
- **ESF-9 requests are usually for task forces and technical specialists**

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Responsibilities of the IST

- **Resource Ordering**
 - IST Leader may request:
 - Additional task forces
 - ESF-9 staffing
 - ESF-9 Group logistical support
 - All task force procurement must be processed through the IST

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- 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 Leader 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 IST 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 ERT ESF-9 Leader to the appropriate agencies and ESFs within the DFO.
 - Once task forces are assigned to an incident, all task force procurement must be processed through the IST. Emergency procurement authorized in the Task Force Activation Order are exempt from this requirement.

MODULE 3: UNIT II — COMMAND STAFF FUNCTIONAL TRAINING

A. FUNCTIONAL RESPONSIBILITIES OF THE IST

Resource Ordering (continued)

- 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.
- Procurements will be approved at the command level that directly support mission requirements.
 - Generally, preparedness requirements will be met with grant funds.

Responsibilities of the IST

- **Resource Ordering**
 - Ordering process varies on each incident
 - Basic procedures must still be adhered to
 - IST Log Section Unit Leaders report to the IST Log Section Chief

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Position Descriptions

- **Following PDs will be reviewed:**
 - IST ESF-9 Leader
 - IST Leader
 - IST Safety Officer
 - IST Liaison Officer

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B. POSITION DESCRIPTIONS

The following position descriptions will be reviewed:

- IST ESF-9 Leader
- IST Leader
- IST Safety Officer
- IST Liaison Officer

MODULE 3: UNIT II — COMMAND STAFF FUNCTIONAL TRAINING

US&R M.O.U.

- The US&R MOU subjects:
 - Objectives
 - Action Plan distribution
 - Meeting/briefing time schedules
 - Reporting relationships
 - Victim hand-off procedures

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IST Location within the ERT

- The IST is a component of the ERT.
- The IST reports to the ERT ESF-9 Leader.

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IST Operations

- IST may be provided with flow of:
 - Situation assessments
 - Needs identification
- From:
 - EST or ROC
 - State EOC
 - DFO

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IST Operations

- IST Assignments
 - IST POA/Mob Center Specialists
 - Points of assembly
 - Mob Center(s)
 - IST US&R Specialists
 - ROC
 - State or local EOC
 - IST Ops Section staff
 - Local incident site

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C. US&R MEMORANDUM OF UNDERSTANDING

- The FEMA MOU will be reviewed. Examples:
 - Objectives
 - Action Plan distribution
 - Meeting/briefing time schedules
 - Reporting relationships
 - Victim hand-off procedures

D. IST LOCATION WITHIN THE ERT

The IST is a component of the ERT. The IST reports to the ERT ESF-9 Leader.

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 ERT ESF-9 Leader.

- Upon arrival at the ERT, the IST Leader, in coordination with the IST 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.

MODULE 3: UNIT II — COMMAND STAFF FUNCTIONAL TRAINING

D. IST LOCATION WITHIN THE ERT

Operations (continued)

IST Operations

- IST equipment assigned to support field elements
- IST briefings
- Relevant procedures

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IST Operations

- IST members in isolation
 - May not rendezvous with the IST Leader
 - Deploy directly to POA and/or Mob Center
 - Maintain personal equipment
 - Access to required forms

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- 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 Leader. 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.

MODULE 3: UNIT II — COMMAND STAFF FUNCTIONAL TRAINING

D. IST LOCATION WITHIN THE ERT (continued)

Command and Control

- **Notification / Deployment**
 - EST ESF-9 addresses management / coordination
- **IST operational**
 - ERT ESF-9 Leader assumes management / coordination responsibilities

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US&R Task Forces

- **IST assists State / locals with:**
 - US&R assignments
 - Strategic goals
 - Tactical objectives
- **IST serves as primary POC between State/locals and TFs**

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US&R Task Forces

- **IST Leader assigns IST Operations Section staff**
 - Coordinate US&R activities
 - Work with/through Task Force Leaders
- **TFLs are responsible for assigned objectives**

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Command and Control

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

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 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 assignments.

MODULE 3: UNIT II — COMMAND STAFF FUNCTIONAL TRAINING

D. IST LOCATION WITHIN THE ERT

US&R Task Forces (continued)

- 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 POD.

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 Leader 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 Leader may order the IST POA/Mob Center Specialists to travel with the task forces to provide support at the new site.

US&R Task Forces

- TFLs manage TF elements
- IST responsible for coordination of multiple task forces
- IST will coordinate:
 - Re-supply
 - Logistical support
 - Demobilization issues

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Demobilization

- ESF-9 demobilized in accordance with the Demob Plan
 - IST Planning Section prepares
 - IST Specialists demobilized by the IST Leader
 - Some may be reassigned

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MODULE 3: UNIT II — COMMAND STAFF FUNCTIONAL TRAINING

E. OPERATIONAL CHECKLISTS

Review the following operational checklists:

- General Operational Checklist
- IST ESF-9 Leader
- IST Leader
- IST Safety Officer
- IST Liaison Officer

Operational Checklists

- Following checklists will be reviewed:
 - General Operational Checklist
 - IST ESF-9 Leader
 - IST Leader
 - IST Safety Officer
 - IST Liaison Officer

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F. ACTION PLANNING

- Command/responsibilities — initial response
 - Establish operational period
 - Approve the planning time line
 - Develop clear incident objectives
- Planning Meeting
 - Clarify incident objectives
 - Convey concerns/issues
 - Support the meeting process
- Planning Meeting imperatives
 - Everyone comes prepared
 - Adhere to the meeting process
 - Display strong leadership
 - Strong meeting facilitation
- Action Plan
 - Approve the plan
 - Participate in Operations Briefing
 - Manage Plan implementation

Action Planning

- Command – initial response
 - Establish ops periods
 - Approve planning time line
 - Develop objectives
- Planning Meeting
 - Clarify objectives
 - Convey concerns
 - Support meeting process

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Action Planning

- Meeting Imperatives
 - Everyone prepared
 - Adhere to process
 - Strong leadership / facilitation
- Action Plan
 - Plan approval
 - Participate in Ops Briefing
 - Manage implementation

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MODULE 3: UNIT II — COMMAND STAFF FUNCTIONAL TRAINING

G. BRIEFINGS

Introduction

- Purpose:
 - The primary purpose of briefings is to ensure that all team members are kept aware of the current situation and direction that the management team is going.
- There are several kinds of briefing that you need to be aware of as you may be required to prepare and/or deliver briefings as needed.
 - There is nothing worse than having a lot of professional responders with a high level of frustration because they haven't been properly briefed in a timely manner and they don't understand what is going on.
 - A sound process for developing and delivering briefings is a must for a management team to be effective in the planning and execution of their mission.

Types of Briefings

- There are at least three key types of briefings that you will be required to participate in during most expanded incident operations.
- For the purpose of this training we will concentrate on three types of briefings:
 - Operations (Shift Change) AP
 - Debriefing (Accomplishments)
 - Transition (individual one-on-one)

Briefings

- Purpose
 - Ensure that all team members are kept aware of current situation
- Sound process for developing and delivering briefings is required

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Briefings

- Types
 - Operations —
 shift change
 - Debriefing —
 accomplishments
 - Transition —
 individual one-on-one

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3: UNIT II — COMMAND STAFF FUNCTIONAL TRAINING

G. BRIEFINGS

Types of Briefings (continued)

Briefings

■ Question

- What are the other types of briefings that you may be exposed to during build up, operations and phase down of an incident?

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Briefings

■ Written Briefings

- Reduce confusion
- Improve communications
- Enhance cooperation
- Facilitate team interaction
- Increase productivity

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Briefings

■ Action Plan

- Incident objectives
- Tactical objectives
- Work assignments
- Safety / security issues
- Logistics support

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Briefings

■ Question

- What are the other documents or sources that can be used to support briefings?

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■ Question:

- What are the other types of Briefings that you may be exposed to during build up, operations, and phase down of the incident.

- ###### ■ A verbal briefing is generally all that is needed for small, non-complex, single operational period incidents

- ###### ■ Written Briefings are required for multi-operational period incidents and should help to:

- Reduces confusion
- Improves communications
- Enhances cooperation
- Facilitates team interaction
- Increases productivity

- ###### ■ The Action Plan (AP) is a ready-made briefing document and includes:

- Incident Objectives
- Tactical Objectives
- Work Assignments
- Safety and Security Considerations
- Logistic Support Issues

■ Question:

- What are the other documents or sources that can be used to support briefings:

MODULE 3: UNIT II — COMMAND STAFF FUNCTIONAL TRAINING

G. BRIEFINGS (continued)

Preparing for the Operational Briefing

Briefings

■ Controlling Factors

- Incident size / complexity
- Number of personnel
- Location of resources
- Expected outputs / accomplishments
- Sensitive information

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Briefings

■ Oncoming Shift Briefing

- Improves moral
- Maintains credibility
- Ensures timely response
- Ensures continuity
- Announce time / location

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Briefings

■ Who Should Attend

- Large incident
 - Everyone down to Division/Group Supervisors
- Medium incident
 - Everyone down to Team/Crew Leader
- Small incident
 - Everyone

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- Controlling factors on briefings include:
 - Size and complexity of the incident
 - Number of personnel involved
 - Location of resources
 - Expected outputs or accomplishments
 - Sensitivity of information

- Operational briefings should be scheduled on time and occur immediately prior to personnel coming on shift.
 - Normally immediately prior to the beginning of the operational period
 - Starting time and location made known to all participants who are expected to attend

- Effective operational briefings:
 - Improves moral
 - Maintains credibility
 - Ensures timely response
 - Help to maintain continuity of operations

- Who should attend
 - Large Incident — everyone down to the Division/Group Supervisors
 - Medium Size — every one down to Team/Crew leader
 - Small Incidents — everyone involved

- Post an Action Plan on the Bulletin Board located at the Incident Command Post (ICP), BoO, Staging area(s) and other key support facilities
 - Provides all interested parties the opportunity to read as needed
 - May also reduce the number of people that must attend the briefing
 - Disseminate information to a broader audience

MODULE 3: UNIT II — COMMAND STAFF FUNCTIONAL TRAINING

G. BRIEFINGS (continued)

What The Briefing Covers

- The briefing should cover all pertinent aspects of the operation. The AP is a tailor-made briefing statement and provides a guide to the briefing.
- There are other elements that may also need to be included in the briefing including:
 - Current situation
 - Long range predictions (modeling)
 - Unified Command concerns and issues
 - Safety/Security issues including decontamination procedures etc.

Conducting the Briefing

- The following issues are addressed by the identified position:
 - Command expectations and political issues
 - IST Leader
 - Status and predictions
 - Planning Section Chief and Situation Unit Leader
 - Incident Objectives and Strategies
 - Planning Section Chief
 - Overall plan and its composition
 - Planning Section Chief
 - Tactical objectives, assignments, resources and boundaries
 - Operations Section Chief
- Question:
 - Who else may participate in the briefing?

Briefings

- What is Covered
 - Current situation
 - Long range predictions
 - Unified Command issues
 - Safety / security issues

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Briefings

- | | |
|-------------------------|------------------|
| ■ Expectations | IST Leader |
| ■ Status | Plans Chief |
| ■ Objectives | Plans Chief |
| ■ Overall plan | Plans Chief |
| ■ Tactics / assignments | Operations Chief |

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Briefings

- Question
 - Who else may participate in the briefing?

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MODULE 3: UNIT II — COMMAND STAFF FUNCTIONAL TRAINING

G. BRIEFINGS

Conducting the Briefing (continued)

- Who does the Operations Section Chief direct his portion of the briefing to?
- On very large complex incidents the Operations Section Chief may only brief the Branch Directors and Staging Area Managers. Branch Directors will brief their Division/Group supervisors
- The Operations Section Chief should discuss specific information needed by Operations personnel. This may include:
 - Transportation details — how personnel are to get to their assignments and back to base
 - Reporting time and location
 - Real time reporting of critical issues
 - Pickup time and location
 - Debriefing instructions
 - Work progress updates
 - Chain of command issues
 - When and where debriefing will occur
 - What information will be required, and in what format
 - Whom they are relieving, if applicable
 - Special/sensitive instructions or information

Briefings

■ Question

- Who does the Operations Section Chief direct his/her portion of the briefing to?

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Briefings

■ Operations Issues

- Transportation
- Reporting time / location
- Pickup time / location
- Debriefing instructions
- Work progress update
- Chain of command issues
- Briefing location
- Information required
- Relief issues

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MODULE 3: UNIT II — COMMAND STAFF FUNCTIONAL TRAINING

G. BRIEFINGS (continued)

Debriefing Process

- Debriefing is a critical element of emergence response operations. When properly applied, this process will help the management team effectively plan for short and long term mission operations. Effective debriefing occurs when information on accomplishments flows from the Operations Section to the Planning Section on a scheduled basis. Information should include:
 - Ability to accomplish task as scheduled
 - Resource allocation current and predicted
 - Coordination and cooperation issues
 - Accomplishments
 - Logistics requirements
 - Safety/Security issues
 - Response personnel performance issues etc.

Individual Transition Briefings

- Individual transition briefings are more one on one in nature, usually between two individuals assigned the same task but working opposite shifts.
 - This provides the opportunity for the people to stay informed and not have any adverse effect during (shift change) changing of assigned personnel.
 - If this process is utilized it will help to ensure that continuity of operations is maintained.
 - Changing of supervisory personnel during mission operations should be transparent if done properly.

Briefings

- Debriefing Information
 - Ability to accomplish task
 - Resource allocation
 - Coordination issues
 - Accomplishments
 - Logistics requirements
 - Safety / security issues
 - Personnel performance

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Briefings

- Transition Briefing
 - One-on-One
 - Between opposite shifts
 - Ensures staying informed
 - Continuity of operation

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MODULE 3: UNIT II — COMMAND STAFF FUNCTIONAL TRAINING

H. MEDIA

Identify roles, responsibilities and protocols related to media information and interviews.

Media

■ **Media Policy**

- Has a media protocol been established?
- Are there set briefing times?
- Are there any PAOs coordinating the media?

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Media

■ **Why should I talk to the media?**

- Its good for your organization's image
- If you don't, someone else will
- The public has a right to know

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Media

■ **What do I talk about?**

- General update
- Milestones
- Technical Story
- Human Interest Story
- Canine Interest Story

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Media

■ **How much do I tell them?**

- Opening statement
- Key messages
- Format
- Don't get too technical

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■ **Media Policy**

- Has a media protocol been established?
- Are there set briefing times?
- Are there any Public Affairs Officers (PAO) coordinating the media?

■ **Why should I talk to the media?**

- Its good for your organization's image
- If you don't, someone else will
- The public has a right to know

■ **What do I talk about?**

- General update
- Milestones
- Technical Story
- Human Interest Story
- Canine Interest Story

■ **How much do I tell them?**

- Opening statement
- Key messages
- Format
- Don't get too technical

MODULE 3: UNIT II — COMMAND STAFF FUNCTIONAL TRAINING

H. MEDIA (continued)

Media

■ Hush...

- Other organizations' efforts
- Internal or interagency politics
- Partnership problems
- Theoretical questions

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Media

■ Partnership

- Local teams
- State agencies
- Federal agencies

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Media

■ But I'm busy!

- Task Force PIO
- FEMA Public Affairs
- Other IST members

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Media

■ Here's the camera. Now what?

- Truth
- Short, positive statements
- Ignore the camera
- You are the expert!

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■ *Hush...*

- Other organizations' efforts
- Internal or interagency politics
- Partnership problems
- Theoretical questions

■ Partnership

- Local teams
- State agencies
- Federal agencies

■ But I'm busy!

- Task Force
- FEMA Public Affairs
- Other IST members

■ Here's the camera. Now what?

- Truth
- Short, positive statements
- Ignore the camera
- You are the expert!

MODULE 3: UNIT II — COMMAND STAFF FUNCTIONAL TRAINING

I. 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 Leader and IST 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 EST with this information for EST ESF-9 Staff planning and demobilization.

- Once the local jurisdiction requests that the task forces be deactivated, the IST Leader coordinates with the IST 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:

- Reassigned to another affected jurisdiction.
- 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.

Demobilization Planning

- IST Demob Unit develops the Demobilization Plan
 - Information provided by US&R Specialists
 - Approved by IST Leader and IST ESF-9 Leader

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Demobilization Planning

- Deactivation usually requested from the local level
- State may request:
 - Reassignment to another jurisdiction
 - Restaging at Mobilization Center

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MODULE 3: UNIT II — COMMAND STAFF FUNCTIONAL TRAINING

I. DEMOBILIZATION PLANNING (continued)

- The Task Force Leaders will follow the demobilization plan prepared by the IST. The ERT 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 ERT 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 Leader will identify and convey requirements for incident stress defusing, debriefing, or other treatment resources to the IST ESF-9 Leader.

Demobilization Planning

- TFLs follow demob plan
- ESF-9 will issue written orders to sponsoring organizations
 - Transportation arranged
 - IST assist TFs at Mob Center
 - Briefings
 - Financial reimbursement
 - Property accountability
 - Stress defusings/debriefings

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MODULE 3: UNIT II — COMMAND STAFF FUNCTIONAL TRAINING

I. DEMOBILIZATION PLANNING (continued)

Demobilization Planning

- **IST will not demobilize until:**
 - Task forces
 - Technical specialistshave returned home.
- **ESF-9 Leader will deactivate IST personnel.**

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Demobilization Planning

- **ESF-9 deactivation — joint decision:**
 - IST Leader
 - ESF-9 Leader
 - ERT Ops Section Chief
- **Stand-down process**
 - Phase out of operations
 - Performance evaluations
 - After-action requirements

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- 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 Leader 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 ERT ESF-9 Leader, through the affected State. Once all IST personnel have been demobilized, ESF-9 will officially be deactivated by the ERT 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 Leader, IST 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.

MODULE 3: UNIT II — COMMAND STAFF FUNCTIONAL TRAINING

I. DEMOBILIZATION PLANNING (continued)

Demobilization Planning

- **IST personnel:**
 - Database updated to reflect experience
- **IST Finance/Admin Section**
Chief responsible for updating FEMA database.

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Return to Readiness

- **IST Leader ensures:**
 - Equipment inventory
 - Cache resupply
 - Return of cache
- **Documentation**
 - FEMA Form 61-10
 - Kit / container shortages noted

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Return to Readiness

- **ERT / IST will ensure:**
 - Property accountability
 - Completion or reports
 - Tracking of disposables
 - Hazards identified/forwarded
 - Site clean up

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- 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.

Return to Readiness

The IST Leader 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 site in at least as good condition as it was found.

MODULE 3: UNIT II — COMMAND STAFF FUNCTIONAL TRAINING

J. 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 Leader 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 Leader will be evaluated by the IST ESF-9 Leader. Completed appraisals are forwarded to the IST Documentation Unit for forwarding to FEMA Headquarters.

Performance Evaluations

- ICS Form 226
- Signed by:
 - Supervisor
 - Employee
- Separate for for each position
- Reviewed / signed by IST Leader

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K. AFTER-ACTION PROCESS

Just as the demobilization process begins with the activation, so does the after-action process. With approval from the IST Leader 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.

After-Action Process

- Documentation by all IST personnel
- IST After-Action Debriefing Form
 - Operational issues
 - Lessons learned
 - Corrective actions

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MODULE 3: UNIT II — COMMAND STAFF FUNCTIONAL TRAINING

K. AFTER-ACTION PROCESS (continued)

After-Action Process

■ Two-Stage Debriefing Process

- **Phase I — After-Action Debriefing**
 - begins prior to release of the IST from the incident
- **Phase II — After-Action Meeting**
 - is more detailed and occurs after return home and rehab time

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■ 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 IST 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 IST ESF-9 Leader, EST, and IST Leader 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.

MODULE 3: UNIT II — COMMAND STAFF FUNCTIONAL TRAINING

K. AFTER-ACTION PROCESS (continued)

After-Action Process

■ Issues addressed:

- Safety concerns
- Coordination issues
- Information flow
- Communications issues
- Planning activities

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After-Action Process

■ Issues addressed:

- Logistics issues
- Equipment cache
- Medical issues
- Logistics supply
- Personnel performance

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- 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.

MODULE 3: UNIT II — COMMAND STAFF FUNCTIONAL TRAINING

K. AFTER-ACTION PROCESS (continued)

IST After-Action Report

■ IST Leader responsible:

- Activities undertaken
- Lesson learned
- Problems encountered
- Recommendations

■ Due to FEMA within 30 days

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- 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.

L. IST AFTER-ACTION REPORT

The IST Leader 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.

IST After-Action Report

■ A-A Report Requirements:

- Executive summary
- Introduction
- Event chronology
- IST procedures effectiveness
- Mission operations
- Change recommendations

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MODULE 3: UNIT II — COMMAND STAFF FUNCTIONAL TRAINING

L. IST AFTER-ACTION REPORT (continued)

IST After-Action Report

■ A-A Report Format:

- Statement of Issue
- Background Discussion
- Recommended Action(s)
- Assigned Responsibility

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- 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 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.