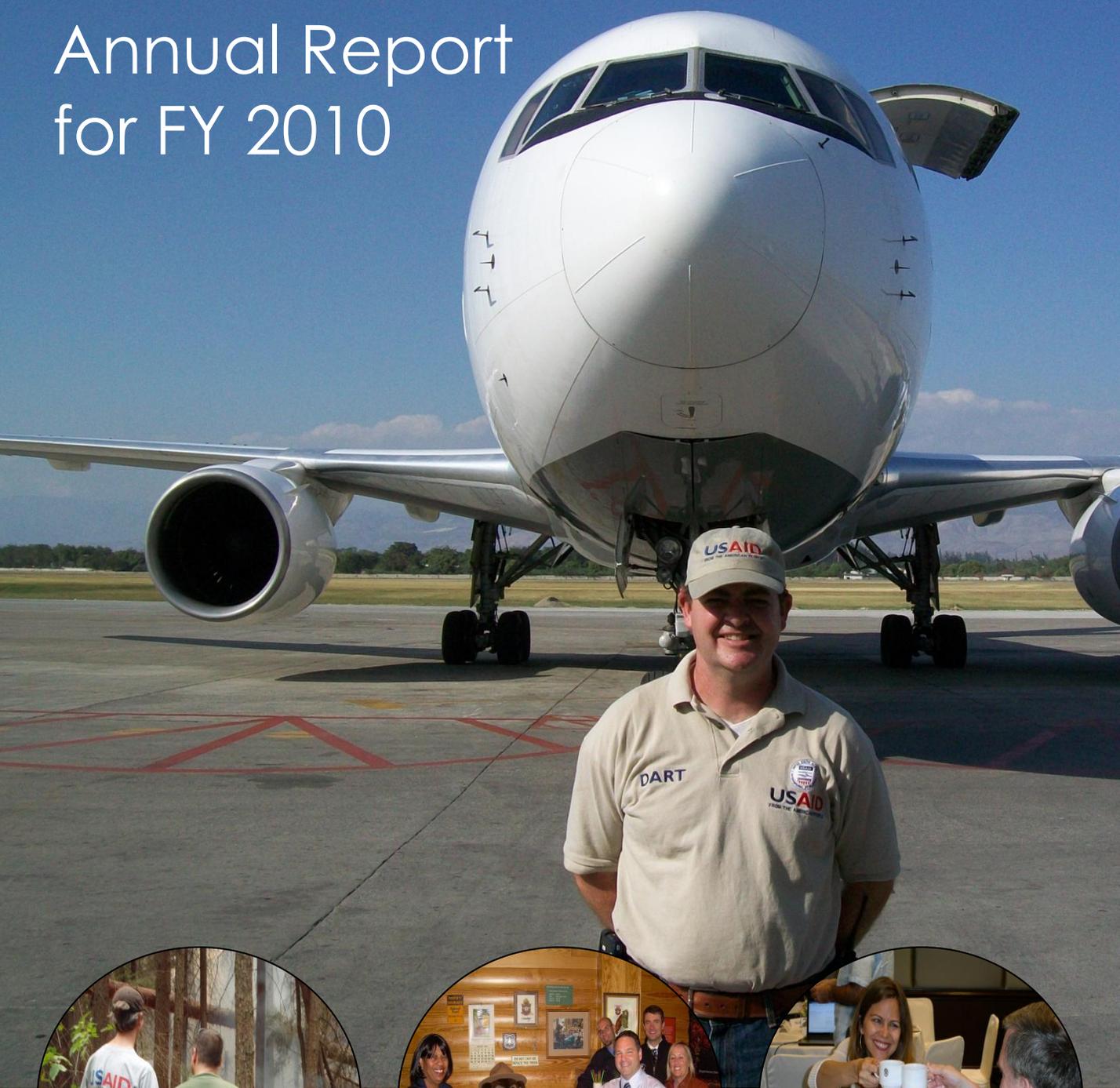


Annual Report for FY 2010



U.S. Forest Service International Programs Disaster Assistance Support Program (DASP)



USAID
FROM THE AMERICAN PEOPLE



Publication Credits

The DASP Annual Report for FY 2010 was researched, written and produced by Stephanie Savolaine, Sarah Altemus, Chris Knobel, Lucia Schmit, and Giselle Zimmerman of the U.S. Forest Service and Mike Lambright of the Bureau of Land Management under Participating Agency Service Agreement number DCH-P-00-03-00002-00, titled *Disaster Assistance Support Program*. The Cognizant Technical Office for this agreement is the Agency for International Development (USAID), Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA), Office of U.S. Foreign Disaster Assistance (OFDA).

Cover photo credits are as follows:



1. DASP detailer Kai Olsen coordinates deliveries of relief supplies at the international airport in Port Au Prince, Haiti.
2. DASP core staff Chris Knobel and detailer Mike Lambright observe a fire burning in the Moscow Oblast, Russia.
3. DASP detailers Marlette Lacey, Jeremy Boley, Mike Lambright, Dan Cottrell and Janet Hahn visit the US Forest Service visitors' center while in Washington, DC for training.
4. Mission Disaster Relief Officers participate in a regional mission disaster preparedness consultation.

The publication date of this report is April 30, 2013.

Table of Contents

Overview: The Disaster Assistance Support Program	I
Performance and Accountability Highlights	3
Administration	7
<ul style="list-style-type: none">• Personnel• Finance	
Resources	11
<ul style="list-style-type: none">• Personnel Summary• Cadre Maintenance and Development• Emergency Preparedness• Equipment and Supplies	
DASP Support Case Studies	19
<ul style="list-style-type: none">• Haiti Earthquake• Pakistan Floods• Russia Wildfires	
Methodology and Systems	29
<ul style="list-style-type: none">• Quick Reference Guide for Senior Management• Field Operations Guide• After-Action Reviews• Technical Assistance in Systems Development and Planning	
Training	39
<ul style="list-style-type: none">• DART/ RMT Essentials• Other Briefings and Training Support	
Mission Disaster Preparedness	41
<ul style="list-style-type: none">• Mission Disaster Preparedness Consultations• MDRO Toolkit• Crisis Leadership Seminar• Ongoing Initiatives• Mission Disaster Preparedness Around the Globe	
Acronyms	45

This page intentionally left blank

Overview: The Disaster Assistance Support Program

The DASP was created in 1985 to provide the U.S. Agency for International Development (USAID), Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA), Office of U.S. Foreign Disaster Assistance (OFDA) with technical support in disaster response management, planning, operations, preparedness and prevention.

Because the Forest Service developed and implements the Incident Command System (ICS), which is now the Command and Management component of the National Incident Management System (NIMS), this partnership was originally forged to leverage the Forest Service's significant expertise in emergency management systems in order to build and improve USAID/OFDA's disaster response capabilities. Over the past 20 years the role of DASP has grown to include emergency support functions, providing extensive training, helping to improve USAID/OFDA's methodologies for disaster response and coordinating USAID and Embassy disaster preparedness. In FY 2010, the DASP consisted of six full-time staff providing services in a number of key areas.



(Photo: Christine Leonardo, DASP)

Methodology and Systems

Through the DASP, the USFS has used its ICS expertise to develop, manage and continually update many critical systems, procedures, guides and other tools to enhance and facilitate USAID/OFDA's disaster planning, management and response.

Significant examples include:

- Disaster Assistance Response Team (DART) system and procedures;
- Field Operations Guide (FOG) for Disaster Assessment and Response;
- Response Management Team (RMT) system, policy and procedures; and

DASP also plans, coordinates and facilitates USAID/OFDA's after action reviews (AARs), which gather lessons learned aimed at improving systems and response effectiveness. AARs have served as the impetus for the development of some of USAID/OFDA's core systems, including the DART, RMT and FOG.

Resources

The DASP enhances and supports USAID/OFDA's capacity to respond to disasters by mobilizing a roster of up to 250 disaster management experts from the Forest Service and other agencies such as the Bureau of Land Management (BLM). This is a key component of USAID/OFDA's surge staffing capacity. A foundation in ICS allows DASP detailers to quickly and seamlessly integrate into USAID/OFDA's operational systems. Available skills include logistics, operations, geographic information, planning, programming, disaster assessment and response, facilitation, training, watershed management, engineering, forestry and a variety of other disciplines.

By accessing US Forest Service and BLM warehouses and caches, DASP also provides specialized equipment to meet USAID/OFDA's emergency response needs worldwide including field support packs, remote location kits, office supply kits, first

aid kits, chainsaws, wildland firefighting equipment, and telecommunications equipment.

Training

The DASP develops and provides DART/RMT training and briefings to hundreds of USAID, Forest Service, BLM and other USG staff and partners each year. DASP also provides support to key components of other USAID/OFDA trainings, such as Joint Humanitarian Operations training for the U.S. military, First Aid and others.



*Trainees in the DART/RMT Essentials Course
(Photo: Stephanie Savolaine, DASP)*

Mission Disaster Preparedness

The DASP, in partnership with USAID/OFDA's field staff, is leading efforts to ensure that USG partners fully understand their own roles, the role and capabilities of USAID/OFDA and the processes and mechanisms for providing disaster assistance. This requires close coordination with USAID/OFDA's Disaster Response and Mitigation Division and the State Department's Emergency Planning Branch within Diplomatic Security, which manages the Emergency Action Plan (EAP) process.

The EAP provides guidance to posts on how to respond to a range of potential crises. Annex J of the EAP, also known as the Mission Disaster Relief Plan (MDRP),

provides information and guidance to posts on coordinating and managing USG assistance to host countries in the event of a natural or human-caused disaster. The MDRP assigns responsibilities, clarifies authority and lines of communication, assesses host nation vulnerability to disasters and sets forth guidelines for the conduct of emergency operations including the provision of USG relief assistance.

In addition to providing technical assistance to US Missions to complete their MDRPs, the Mission Disaster Preparedness (MDP) program seeks to:

- Ensure that US Mission staff and key players understand the resources and capabilities of USAID/OFDA; the appropriate procedures for accessing these resources; and the role of USAID, the Mission Disaster Relief Officer (MDRO), and Alternate Mission Disaster Relief Officer (AMDRO) in the event of a disaster.
- Strengthen and continue to build a cooperative network between US Missions and USAID/OFDA.
- Advance the credibility of the MDRO and AMDRO and establish them as lead at post on disaster response with the host country.
- Ensure that US Mission members are familiar with the contents of the MDRP.



*Mission Disaster Relief Officers from West Africa
convene in Dakar, Senegal
(Photo: Christine Leonardo, DASP)*

Performance and Accountability Highlights

The DASP program contributes to the strategic plans of the U.S. Forest Service, USAID and U.S. Department of State.

U.S. Forest Service

The U.S. Forest Service works with partners worldwide to address policy, technical, research and disaster management issues that impact natural resources management and sustainability, both overseas and in the United States. The *USDA Forest Service Strategic Plan (FY 2007 – FY 2012)* highlights that the increasing interconnectedness of global ecological, social and economic forces dictates the necessity to remain connected with partners who need help in some areas and who can also offer innovations and tools that may advance Forest Service goals. Recognizing this imperative, *international engagement* is a primary management principle of the U.S. Forest Service, which aims to stay abreast of the international trends that shape natural resource policies and management worldwide. Disasters are one such trend.



*DASP provides opportunities for Forest Service employees to apply technical skills in new settings and in new ways. Here a National Incident Management Organization (NIMO) and Israeli incident commanders are discussing wildfire management in Haifa, Israel.
(Photo: Yoni Bock, USAID)*

With full program funding from USAID/OFDA, DASP offers opportunities for U.S. Forest Service employees to engage in these emerging global issues through first-hand experiences during large-scale international humanitarian responses. DASP's work also provides a means for the Agency to achieve its fifth strategic goal, to maintain basic management capabilities of the Forest Service, by developing technical and leadership skills to meet current and future challenges and improving the capacity of employees to develop and sustain partnerships.

Finally, the U.S. Forest Service recognizes that maintaining and improving the skills of a diverse workforce improves program efficiency. DASP helps promote the

Agency's employee principles of career management and skill development by providing opportunities for staff to apply technical skills in new settings and in new ways. Agency personnel working overseas and in assignments at cooperating U.S. Government Agencies in Washington, DC improve their own skills and knowledge and bring new insights back to their day-to-day work in their home units. Specific detailer experiences validate that DASP assignments provide career enhancing opportunities ranging from technical skill enhancement, to a new appreciation for diversity, to a new perspective on adversity.

Detailer Experience



DASP detailer and West Yellowstone Smokejumper Garrit Craig with Forest Service Chief Tom Tidwell
(Photo: Jerilyn Levi, USFS)

The DASP detailer program offered me an opportunity to see outside my daily job and into the wider scope of the Forest Service. Working in DC not only gave me the chance to better understand the structure of the FS, but also, our relationships with USAID and the Office of Foreign Disaster Assistance; in this, I came to comprehend how this relationship has molded our government's system for international disaster response.

As a detailer with DASP I learned how the concepts that I use daily

in my professional position are used on a much wider level to respond to a multitude of complex international issues. I highly recommend this experience, if for anything, just to get a feel for what DC is all about! (Garrit Craig, West Yellowstone Smokejumper, Gallatin, N.F.)

USAID and the Department of State

The Department of State and USAID Joint Strategic Plan for Fiscal Years 2007 through 2012 establishes the Secretary of State's vision of "Transformational Diplomacy", defining five strategic goals that support the President's [National Security Strategy of 2006](#). Consistent with the National Security Strategy's commitment to "... bolster threatened states, provide relief in times of crisis, and build capacity in developing states to increase their progress," one of State's five strategic goals is *providing humanitarian assistance*.

USAID/OFDA's programs are instrumental in realizing this goal by responding to humanitarian needs and forging a path toward recovery, growth and stability. By providing critical resources, systems, training and preparedness, DASP supports USAID/OFDA's efforts to facilitate disaster responses and provide appropriate assistance that is rapid and well coordinated. DASP also helps to build the capacity of affected countries, American responders, and the international community to reduce disaster risks, prepare for rapid response, and increase the affected population's ability to cope with and recover from the effects of a disaster.

Specifically, DASP:

- Continually improves USAID/OFDA's internal response capabilities by developing critical systems to facilitate disaster planning, management and response. DASP trains hundreds of USAID/OFDA staff and partners about these systems, which facilitate rapid and appropriate response.
- Mobilizes a roster of up to 250 disaster management experts and a wide variety of specialized equipment to help USAID/OFDA provide life-saving assistance during disasters.
- Helps ensure that USG partners fully understand their own roles, the role and capabilities of USAID/OFDA and the processes and mechanisms for providing disaster assistance.
- Provides initial support and links to longer-term U.S. Forest Service technical assistance to help build local and global response capabilities, linking humanitarian response with longer term recovery and stability goals.

Further, the Joint Strategic Plan's fourth goal recognizes that the United States must build on humanitarian and development assistance successes by investing in a growing world economy. Environmental issues are a strategic priority within this context, and DASP offers a bridge to implementing partners within the U.S. Forest Service who continue to help USAID/OFDA develop and expand partnerships with other governments, civil society and the private sector to promote sound resource management focusing especially on forests and ecosystems.

DEPARTMENT OF STATE/USAID JOINT STRATEGIC GOAL FRAMEWORK

Strategic Goal 1: Achieving Peace and Security

- ◆ Counterterrorism
- ◆ Weapons of mass destruction and destabilizing conventional weapons
- ◆ Security cooperation and security sector reform
- ◆ Conflict prevention, mitigation, and response
- ◆ Transnational crime
- ◆ Homeland security

Strategic Goal 2: Governing Justly and Democratically

- ◆ Rule of law and human rights
- ◆ Good governance
- ◆ Political competition and consensus building
- ◆ Civil society

Strategic Goal 3: Investing in People

- ◆ Health
- ◆ Education
- ◆ Social services and protection for especially vulnerable populations

Strategic Goal 4: Promoting Economic Growth and Prosperity

- ◆ Private markets
- ◆ Trade and investment
- ◆ Energy security
- ◆ Environment
- ◆ Agriculture

Strategic Goal 5: Providing Humanitarian Assistance

- ◆ Protection, assistance, and solutions
- ◆ Disaster prevention and mitigation
- ◆ Orderly and humane means for migration management

Administration

Personnel

In November, DASP bid farewell to Ron Savage. Ron joined the DASP in February 2008. With his extensive training background with Peace Corp and Non-Government Organizations worldwide, Ron brought a new perspective to the DASP training courses.

Ron was responsible for significant updates and improvements to USAID/OFDA's disaster response training portfolio. In addition to coordinating all elements of the DASP training, Ron oversaw specific updates to the *DART/RMT Essentials* course. One such improvement is the addition of video interviews explaining the various DART and RMT positions. Ron invited experienced DART and RMT participants to describe their experiences in past disasters. These clips are now used for trainings and presentations about the positions USAID/OFDA employees fill during a disaster response.



In addition, Ron created a *RMT Refresher* course that provided focused content on recent policy and procedure updates for experienced USAID/OFDA staff. Periodically retraining employees helps to uphold USAID/OFDA's response readiness and team proficiency. In 2010, RMT refresher courses were offered in Costa Rica and Washington D.C. Ron transferred to the USAID's Development Leadership Initiative (DLI) as a Foreign Service officer. Ron's personal and professional contributions to the program will be missed. Ron can be reached at rsavage@usaid.gov.



Lucia Schmit joined the DASP on January 11, 2010 as the Training Coordinator. Lucia came to DASP from the Arlington County, VA Office of Emergency Management, where she was the Deputy Coordinator for Planning and a member of the National Capital Region All-Hazards Incident Management Team. She previously worked for the Virginia Department of Emergency Management as a Training and Exercise Coordinator for Northern Virginia and the National Capital Region. Prior to moving to Washington, DC in 2003, Lucia gained training experience teaching CPR, advanced first aid and open water lifeguarding skills as a lifeguard supervisor for the East Bay

Regional Park District in Northern California. Lucia's interest in working in an international setting stems from volunteer work she did in Honduras as a teenager, where she lived in a village and engaged in development projects.

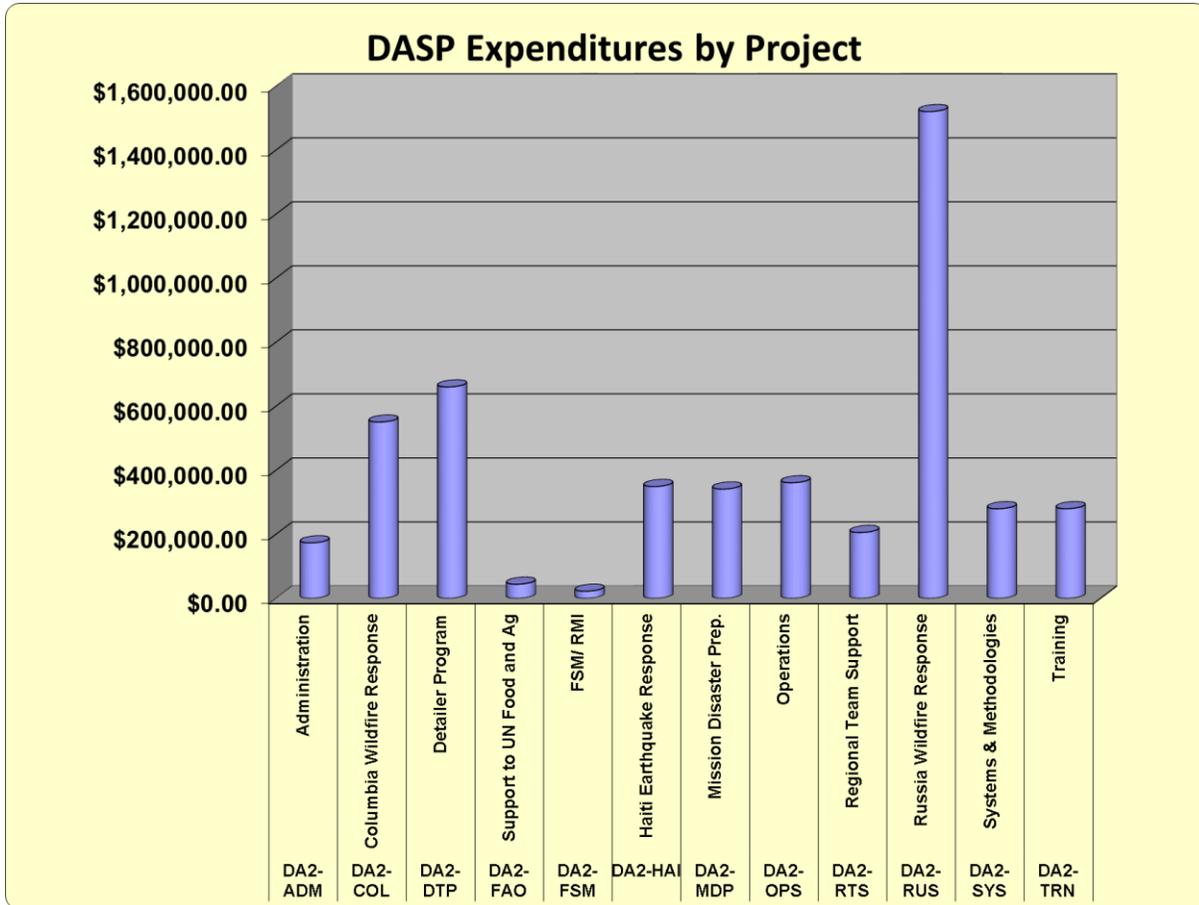
At the end of FY 2010, DASP core staff members were:

- Stephanie Fritz Savolaine – Assistant Director, International Programs, DASP
- Vacant – Systems and Methodologies Coordinator
- Chris Knobel – Detailer Program Coordinator
- Chris Leonardo – Mission Disaster Preparedness Coordinator
- Giselle Zimmerman – Mission Disaster Preparedness Coordinator
- Lucia Schmit – Training Coordinator
- Yolanda Richardson – Program Associate

In addition, DASP continued to maintain the Short Term Assistance from Retirees (STARs) program. A partnership between METI, Inc. and Forest Service International Programs, the program accesses retirees from USG land management agencies for international technical assistance and disaster response projects at USAID/OFDA's request. The program also may access highly qualified technical specialists who cannot be accessed through one of USAID/OFDA's other standard hiring mechanisms. STARs contractors during this fiscal year included Tom Frey, Bruce Keleman, Sonja Nieuwejaar and Mark Rooney.

Finance

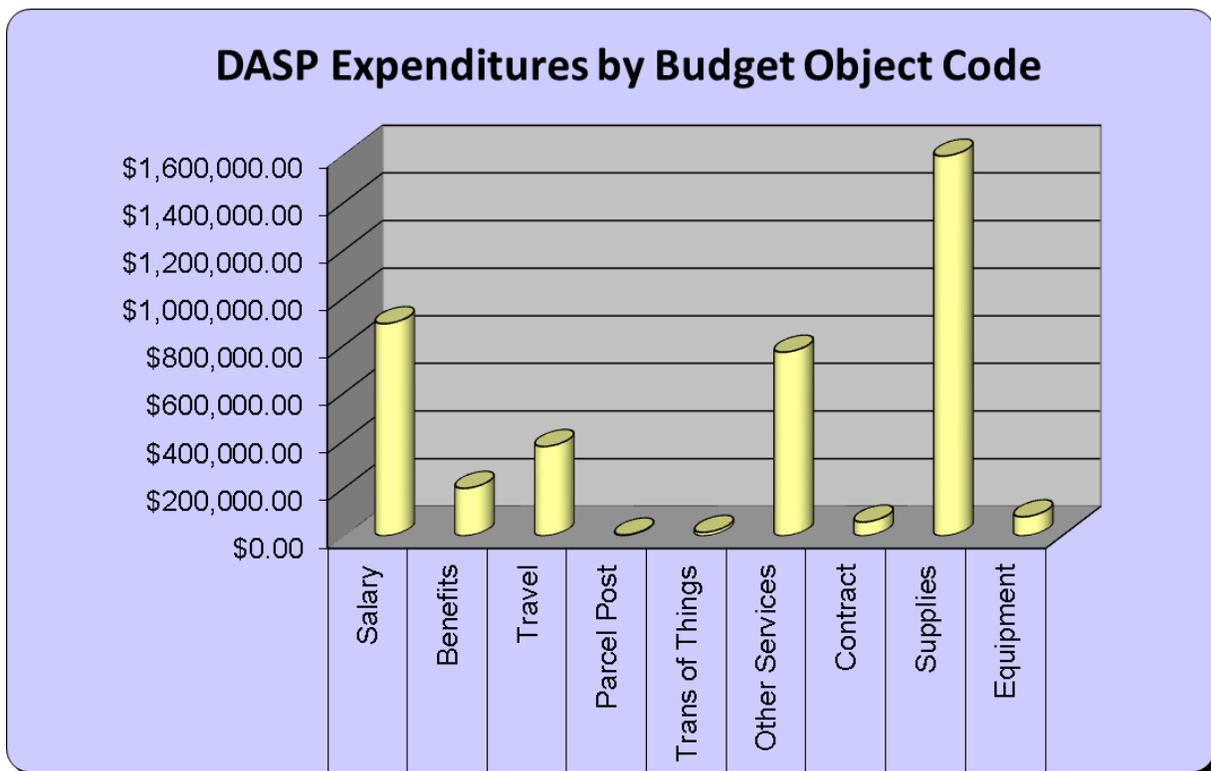
DASP’s program expenditures during the year totaled \$5,699,137, including overhead. DASP tracked expenditures by Budget Object Code (BOC), per the terms of the agreement, and also by project, to better demonstrate which initiatives the program’s efforts supported.



When considered by project, a major portion of expenditures in 2010 supported international wildfire response. When combined, the Columbia Wildfire and Russia Wildfire responses amounted to 43% of expenditures. These funds were primarily used to purchase and ship specialized wildland firefighting supplies and equipment to first responders in the affected countries.

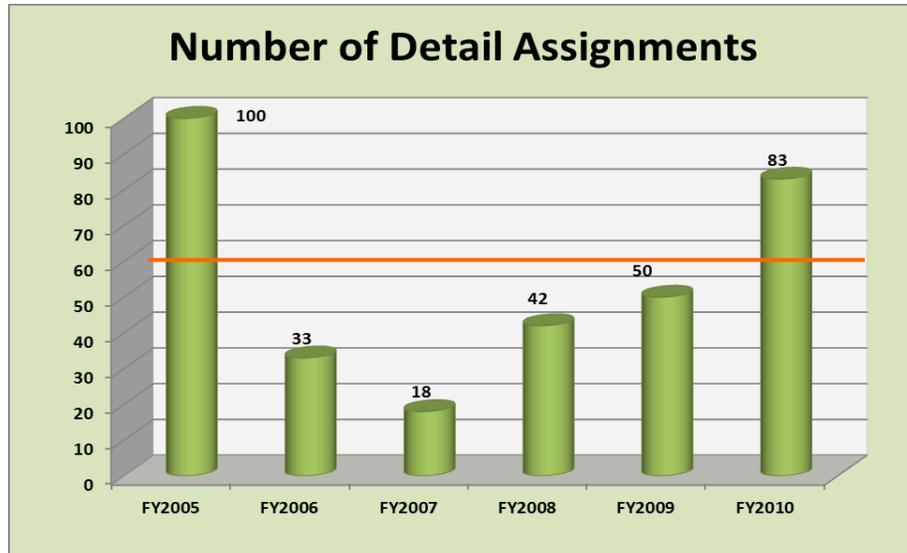
Support to the Detailer Program represented about 13.8% of 2010 program costs, which included training and orientation for dozens of new and prospective detailers. An additional 7.5% of 2010 expenditures supported the work of USAID/OFDA’s Operations Division. This included support to USAID/OFDA’s Disaster Resources Unit as well as detailers who served as Logistics Officers and Military Liaison Officers. Just over 7% of funds supported the Haiti Earthquake response, including detailers who were activated to serve on the RMT and DART. Mission Disaster Preparedness, at 7.2% of expenditures, has stayed comparable year-to-year since FY 2008, when expenditures were first reported by project.

When considered by BOC, in 2010 the DASP program spent the majority of funds (about 50%) on wildland firefighting supplies. About 20% of program funds went to salary for core staff and detailers. Additionally, 19% of expenditures supported “Other Services,” a broad budget category that includes the DASP’s reimbursable agreement with the Bureau of Land Management for surge staffing; equipment and supplies; and METI/STARs contracts with Tom Frey, Bruce Keleman, Mark Rooney and Sonja Nieuwejaar. The relative weight of expenditures related to salary and METI/STARs contracts reflects the DASP’s ability to lend technical support to USAID/OFDA’s ongoing work worldwide, as well as surge staffing to help meet emergency requirements during disasters.



Resources

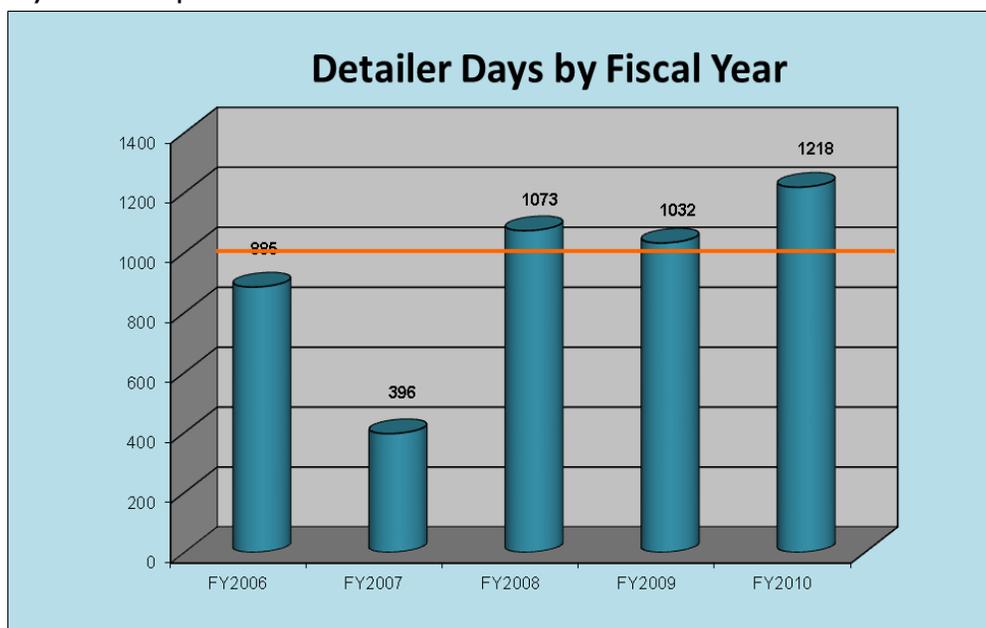
Personnel Summary



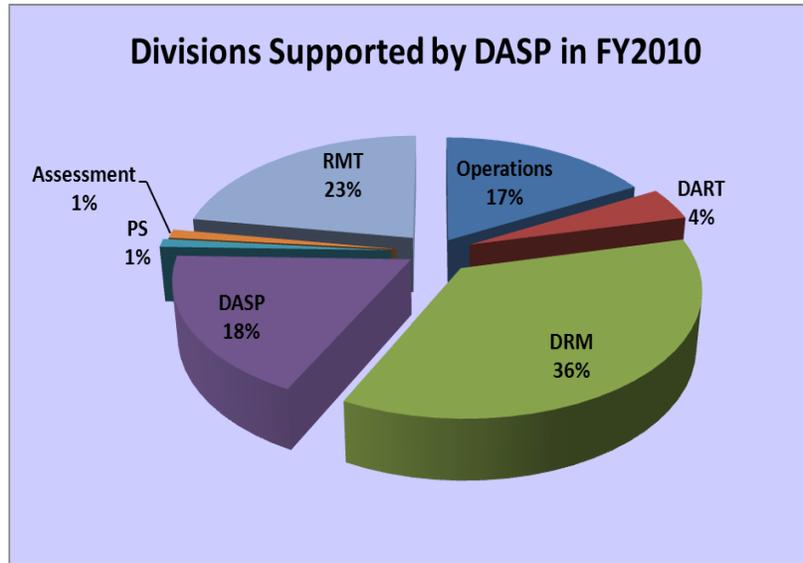
In FY2010, DASP detailers completed 83 individual assignments, contributing a total of 1218 work days (4.68 work years) toward USAID/OFDA's international disaster response programs and operations. This is about 50% higher than the six year average of 54 assignments per year, and about 30% higher than the five-year average of 921

days (shown as an orange grid lines).

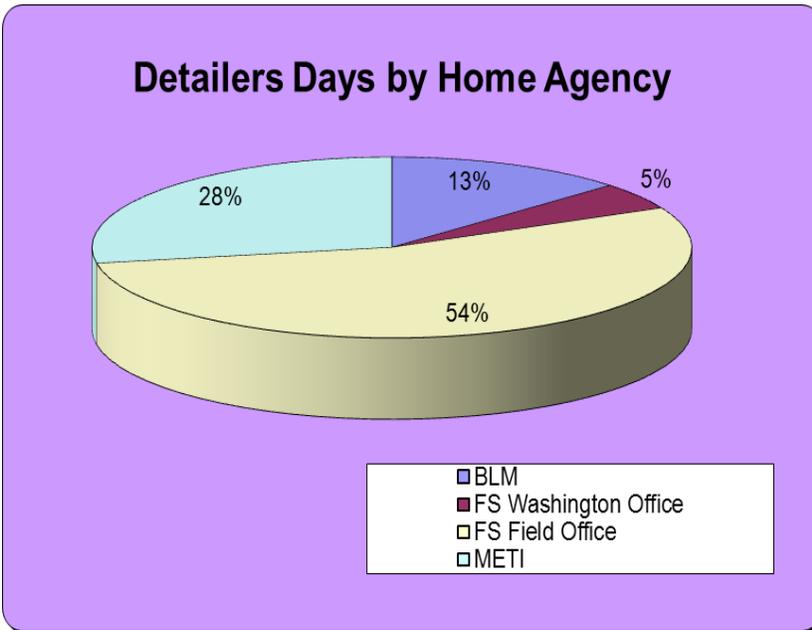
DASP detailers were requested by three of USAID/OFDA's divisions this year, and by multiple RMTs, DARTs, and Assessment Teams. Roughly 23% of detailer work days supported RMTs, including the Indonesia Earthquake, Pakistan Floods, and Haiti Earthquake. Two detailers deployed as part of the Haiti DART, serving as Logistics Officers, accounting for 4% of detailer work days. One detailer was sent to Russia as part of an USAID/OFDA assessment team in response to the wildfires. In addition to these assignments, the core DASP team contributed 150 work days on multiple DARTs, RMTs, and 2 Assessment Teams.



The Disaster Response and Mitigation Division (DRM) benefited from 36% of detailer work days, including one Disaster Operations Specialist rotation in the Asia region, three rotations in the East and Central Africa region, one rotation in the Europe, Middle East, and Central Asia region, one rotation in the Latin America region, and one program officer assignment in Nairobi, Kenya. In addition, two detailers continued their work on the systems for response in the Federated States of Micronesia and the Republic of the Marshall Islands. Another 17% of detailer days supported the work of the Operations Division, including Military Liaison Unit and Logistics office. Approximately 18% of detailer days supported the core work of the DASP.



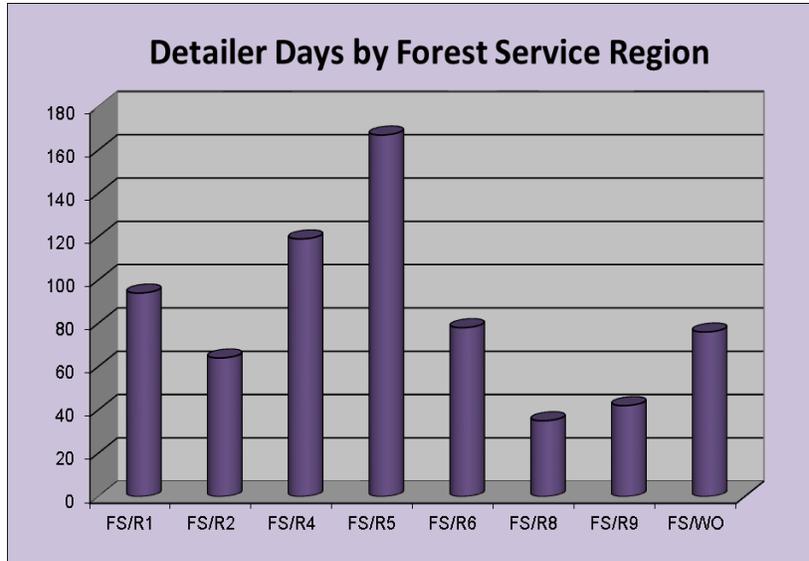
In FY2010, as in the past, DASP sought to fill assignments from a diverse pool of Forest Service and BLM employees. This year more than half of DASP detailers hailed from Forest Service field units, 28% were fulfilled by METI/STARs, and 5% by the Forest Service Washington Office staff. Forest Service and BLM detailers generally complete longer-term assignments related to USAID/OFDA's core business of emergency response, while METI contractors generally



complete more short-term, targeted assignments to fulfill highly specialized requirements or to address gaps in coverage during periods of high-volume domestic response, such as fire season.

Due to the range of assignments, DASP was able to provide opportunities to twenty-one Forest Service field staff representing seven of the nine regions. Region 5 (Pacific Southwest), Region 1 (Northern), and Region 4 (Intermountain) were particularly well represented

this year. Several regions that have participated in the program less frequently, including Region 2 (Rocky Mountain), Region 8 (Southern), and Region 9 (Eastern), were also well represented this year, helping to enhance the regional diversity of the program.



DASP received extremely positive feedback from numerous detailers who completed assignments this year. Among them, Ty

Humphrey, a Smokejumper with the BLM Alaska Fire Service, commented on his return assignments in the USAID/OFDA Logistics Unit where he supported day-to-day operations and numerous disaster responses during the course of a three month assignment.

Detailer Experience



My experiences on DASP details in Washington D.C. have been as educational and rewarding as they have been varied. I have become familiar with the grants process by which [OFDA] funds humanitarian projects around the globe. I have seen firsthand how the US Government responds to rapid-onset disasters in developing countries. I have become familiar with the industry that moves commodities throughout the world as it pertains to both emergency transport and stock replenishment.

I have been challenged in ways that would never arise in my BLM job and rewarded in the knowledge that my efforts are, in some small way, helping those less fortunate. Throughout these learning processes, I have been exposed to new computer programs, new organizational methods, and a broader perspective on how to accomplish large-scale projects.

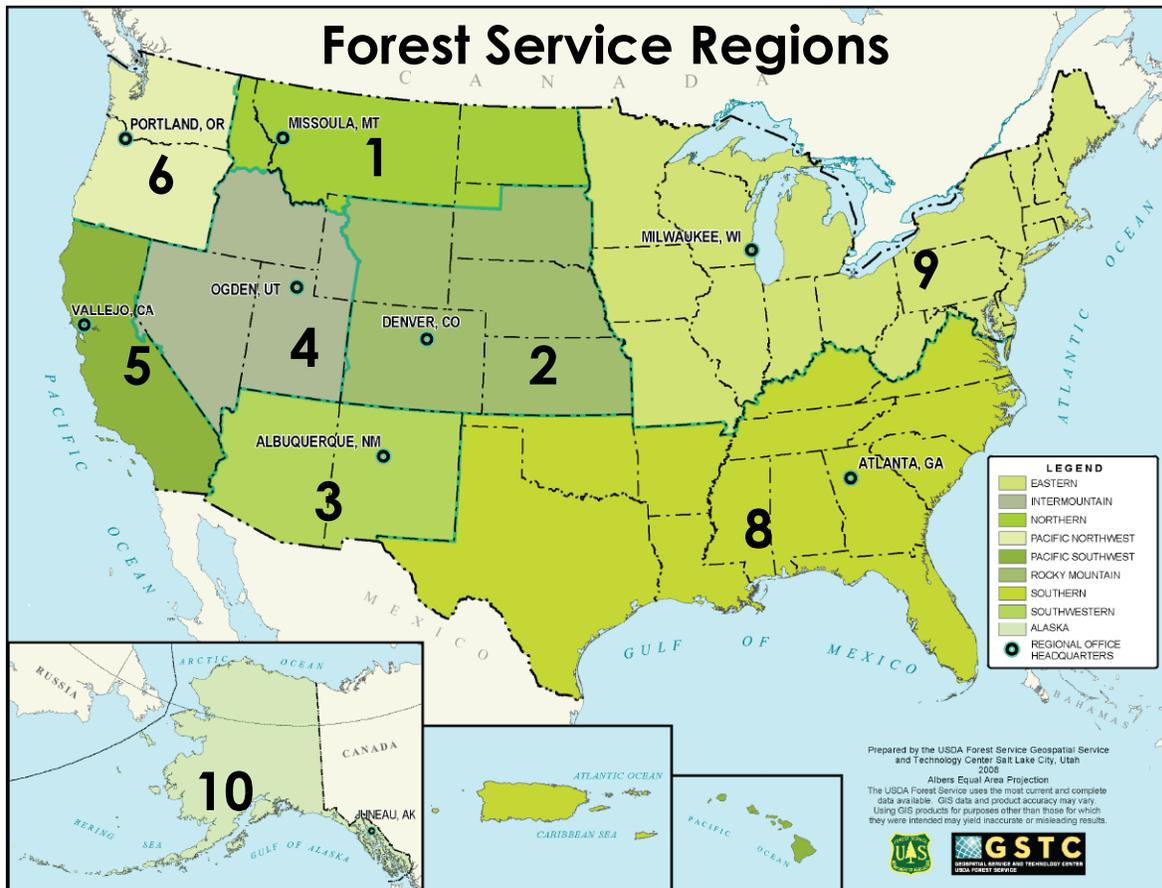
I feel like my experiences through the DASP have allowed me to view my regular job and much of my life with a wider lens. As issues and challenges arise, I am able to draw from this increased knowledge and experience to more effectively contribute to solutions, be it for the BLM or in my personal life. (Ty Humphrey, Bureau of Land Management, Alaska Fire Service, Alaska Smokejumpers)

Cadre Maintenance and Development

The DASP enhances and supports USAID/OFDA’s capacity to respond to disasters by mobilizing a roster of up to 200 disaster management experts from the Forest Service and Bureau of Land Management. This is a key component of USAID/OFDA’s surge staffing capacity. During the first half of FY 2010, DASP undertook multiple efforts to build depth and capacity within our detailee cadre to be able to better respond to USAID/OFDA’s surge staffing needs.

From December 9-10, 2009, Stephanie Savolaine, Chris Knobel, Yolanda Richardson, Justin Jager, and Tom Frey conducted a two-day orientation in Boise, ID. The training briefed 33 prospective detailers on the DASP detailee program, how it supports the global disaster response work of USAID/OFDA, how to get involved, and what to expect.

Participants represented seven Forest Service regions, (2, 3, 4, 5, 6, 9,10) the Washington Office, and a broad experience base within the organization ranging from Forest Supervisor to Administrative Officer, from Smokejumper to Hydrologist. This array of backgrounds, technical specialties and leadership experiences enriches the overall detailee pool, expanding the depth and responsiveness of our program.



The orientation was very well received by participants, with a special emphasis on the diversity of training methodologies and the value of cross-cultural sessions. As one participant summarized, “All of the presenters did a great job with the information. I learned a great deal.” One participant concluded, “From the reports of coworkers who did this many years ago, I think this new system of training schedules is much improved.”

Following the orientation course in Boise, DASP hosted thirteen detailers in Washington, DC, in October 2009, March 2010 and May 2010 for the DART/RMT Essentials training and a hands-on orientation to DASP and USAID/OFDA. These detailers participated in extensive walking tours of common detailer work sites, including the Ronald Reagan Building (RRB) and Franklin Court; had a lengthy discussion with senior representatives of USAID/OFDA’s Operations Division; completed a security briefing; and obtained building passes to the RRB before departure. Upon completion, detailers are ready for a detailer assignment with no administrative or security-related processing delays.

Detailers who experience this orientation are generally very engaged and motivated to participate in the program in the short term. Two detailer’s from the October session were quickly activated in January 2010 to serve on the Haiti Response Management team, while a detailer from the March session completed a 3 month rotation as a Disaster Operations Specialist during the summer of 2010. Six out of fifteen detailers that went through *DART/RMT Essentials* and the ensuing detailer orientation have been back to Washington, DC during FY2010.



Throughout FY2010, DASP continued to explore options of utilizing social media for detailer outreach and communication. DASP is still considering the use of Twitter based on protocol that was developed in FY2009 and is also looking to develop a similar protocol using Facebook. DASP is exploring the most applicable social media venue that would be beneficial for the detailer program.

Emergency Preparedness

In addition to the staff support provided by our detailers, DASP's core staff also provides support for emergency response, participating in USAID/OFDA's internal preparedness systems for which detailers generally are not eligible. For example, each year DASP core team members participate in the office-wide Duty Officer rotation and the RMT monthly rotation. The following tables record DASP's rotations in these two functions during the course of the reporting period.

DASP Participation in USAID/OFDA's Monthly RMT Rotation			
DASP Staff Member	Month	Position	Activated?
Chris Knobel	November 2009	Communications & Records Coordinator	No
	January 2010	Communications & Records Coordinator	Yes, Haiti
	September 2010	Communications & Records Coordinator	Yes, Pakistan
Chris Leonardo	February 2010	Deputy Manager for Operations	Yes, Haiti
	August 2010	Planning Coordinator	No
Stephanie Savolaine	December 2010 (Special Activation)	Response Manager	Yes, Israel Wildfires
Giselle Zimmerman	April 2010	Deputy Manager for Planning	No
DASP Detailers	Month	Position	Activated?
Dan Cottrell	February 2010	Communications & Records Officer	No
Scott Dehnish	February 2010	Communications & Records Officer	No
DASP Participation in USAID/OFDA Duty Officer Rotation			
DASP Staff Member	Week Beginning	Week Ending	
Giselle Zimmerman	11/18/2009	11/25/2009	
	6/23/2010	6/30/2010	
Chris Knobel	5/26/2010	6/2/2010	

Equipment and Supplies

DASP can also purchase specialized supplies and equipment to meet specific operational needs. This year USAID/OFDA accessed the DASP agreement to procure and ship firefighting equipment to Columbia and Russia in response to severe wildfires. The equipment was accessed through the National Interagency Support Cache System, which has warehouses throughout the U.S. DASP also worked closely with the National Interagency Fire Center (NIFC) and GSA to coordinate the shipment.

In January, DASP coordinated with USAID/OFDA's regional team for Latin America and the Caribbean, (LAC) to ship 30,000 pounds of firefighting equipment to Columbia, at a total cost of about \$406,500 for equipment and \$111,650 for transport. In August, DASP worked with USAID/OFDA, the USAID Mission in Russia, and U.S. Embassy to respond to large wildfires in Russia. USAID/OFDA, in cooperation with the U.S. Embassy in Moscow, deployed a two-person interagency technical team to assess the impact of the wildfires, evaluate potential hazards created by newly burned terrain, and provide technical assistance. The team was made up of a core DASP member and DASP detailer from the Bureau of Land Management. The technical team made recommendations and assisted in immediate shipment of fire protective clothing, hand tools, backpack pumps, water tanks, drip torches, and medical kits valued at 1.4 million dollars. The State of California also donated fire protective clothing valued at \$113,000, which was included on the USAID/OFDA transport.

Through a sub-agreement with the Bureau of Land Management (BLM), DASP has helped USAID/OFDA to develop a field support pack for staff members traveling to remote locations for extended periods of time. These Remote Location Kits (RoLos) contain a variety of critical items to support life and work in primitive environments, including a tent, sleeping bag, water purifier, Meals Ready to Eat (MREs), utility knife, flashlight, and candles. During FY2010, DASP and USAID/OFDA Logistics office updated the RoLo kits to include new headlamps, mosquito nets, and multitool. The RoLo kits are maintained and distributed from the National Interagency Fire Center (NIFC) returns warehouse in Boise, ID. During FY2010, NIFC refurbished 15 RoLos and built and additional 15. All 30 kits were transported to Washington, DC.

At the end of the fiscal year, approximately 25 kits were stored in Washington, DC at USAID/OFDA's Court House facility. Following a deployment, durable items are returned to NIFC where BLM thoroughly refurbishes and restocks the packs. NIFC also helps to build, stock and deploy smaller Field Support Kits for USAID/OFDA field team members traveling to less remote locations, and accesses other specialized equipment when needed.

This page intentionally left blank

DASP Support Case Studies

During the course of FY2010, DASP provided multi-faceted support to a number of USAID/OFDA disaster response and management activities. The following case studies highlight the range of support that DASP has provided to USAID/OFDA during the course of the year, demonstrating value added both for USAID/OFDA and for the Forest Service.

Haiti Earthquake

Since the January 12, 2010, earthquake in Haiti, USAID/OFDA has been engaged in substantial relief efforts and contingency planning throughout the country. The USG response to the earthquake was unprecedented both in level of assistance provided and the number of USG agencies responding. The USG's contribution of approximately \$1.1 billion was complimented by a robust overall donor response which included more than \$1 billion in funding from the private sector.

Three Core DASP staff members and 19 detailers provided support to the earthquake response. DASP made a significant contribution to the logistics operation in Haiti, with three logisticians in the field and three working in Washington, DC. Less than 24 hours after the magnitude 7.0 earthquake struck southern Haiti, logistics personnel were on the ground in Port-au-Prince working to restart airport operations so that the USAID/OFDA-supported Urban Search and Rescue (USAR) teams and other international USAR teams could begin their live-saving efforts. Logistics experts worked alongside members of the U.S. Air Force's Special Operations Command to offload more than 100 tons of search and rescue equipment in 48 hours.

During the first 30 days of the response, USAID/OFDA logistics officers in Washington, D.C., contracted more than 50 relief commodity flights, which were received and processed by logisticians in Haiti. The logisticians played an essential role in the response by serving as the civilian coordinator among the U.S. military, the United Nations (UN), and the non-governmental community; directing airport and port operations; reporting logistical needs; and providing USAR, medical, and pharmaceutical logistics support. USAID/OFDA dispatched more than 19,000 rolls of plastic sheeting, nearly 21,000 kitchen sets, 116,600 10-liter collapsible water containers, nearly 107,000 hygiene kits, 22 water bladders, 11 portable water units, and 9 standard medical kits.

DASP core staff and detailers also supported humanitarian coordination and information management efforts in Washington, DC. External Liaison Officers, Military Liaison Officers,



CNN captured live video footage of the USAID/OFDA Operations Center showing the Haiti RMT at work, including Chris Knobel, DASP, and Shannon Rogers, USAID (Photo: CNN)

Geographic Information Officers, and Communications and Records Coordinators/Officers all played an important role in the response. Information flow was crucial give the large number of people impacted by the disaster and the sheer volume of players involved in the response.

Position	Name	Home Unit
Haiti Earthquake RMT		
Staffing Officer	Chris Knobel	Core DASP
Communications and Records Coordinator or Communications and Records Officer	Brenda Dean	WO
	Scott Dehnisch	R2 – Rock Mountain
	Brehan Doud	WO
	John Gough	R8 – Southern Region
	Janet Hahn	R6 – Pacific Northwest
	Chris Knobel	Core DASP
	Mike Lambricht	BLM - Alaska Fire Service
	Kary Schlick	R5 – Pacific Southwest
	Lucia Schmit	Core DASP
	Chris Silks	BLM – Alaska Fire Service
External Liaison Officer	Greg Garbinsky	WO
	Gina Papke	R6 – Pacific Northwest
Geographic Information Officer	Chris Clervi	R5 – Pacific Southwest
	Louis Iverson	NE Area S&PF
	Eric Schmeckpeper	R8 – Southern Region
Program Officer	Doug Elliott	R5 – Pacific Southwest
Military Liaison Officer	Tom Frey	METI Stars
Logistician	Ron Hudson	R6 – Pacific Northwest
	Gary Morrison	R2 – Rocky Mountain
	Gina Papke	R6 – Pacific Northwest
Administrative Officer	Mike Rizo	WO
Deputy Manager for Operations	Chris Leonardo	Core DASP
Haiti Earthquake DART		
Logistician	Chris Knobel	Core DASP
	Gary Morrison	R2 – Rocky Mountain
	Kai Olsen	BLM

Detailer Experience



(Photo: Haiti, Logistics Coordinator, Gary Morrison, P.E., Transportation Engineer, Pike/San Isabel NF)

My DART assignment in Haiti gave me a unique opportunity to work with people from different cultures and to better understand the struggles that disaster victims and aid workers face on a daily basis. In the wake of this major disaster I found that situational awareness was essential to get the job done and to stay safe. Each day was filled with the sights and sounds of hurting people struggling to survive in harsh and dangerous conditions.

Staying focused, being patient and making good decisions for long hours every day required all that I had to

give and more. It was a rewarding experience in a difficult environment and I thank God for the ability and strength to help in this time of need.

As the emergency relief phase concluded, DASP facilitated two after action review workshops related to Haiti. The first workshop was on May 19, 2010, for staff who served on either the DART or RMT. This was followed by a workshop on May 20, 2010, with interagency partners whose agencies had personnel involved in the response.

The thematic areas that emerged and were discussed during the first workshop included:

- USAID/OFDA's Role within the Interagency When USAID is Named the Lead Federal Agency
- Coordination within USAID
- Operational Tempo of the RMT
- Operationalizing Interagency Partners
- DART and RMT Staffing and Training
- Operationalizing RMT Processes

During the interagency workshop, participants were asked to talk about interagency successes and challenges and develop a set of recommendations for USAID/OFDA. The recommendations developed by the participants focused on two central themes: improving

interagency coordination for Whole of Government responses and better educating other federal agencies on USAID/OFDA's mandate, capabilities, and humanitarian assistance.

The top five priority recommendations are listed below and have were submitted to USAID/OFDA's Senior Management Team for consideration and action.

1. With interagency stakeholder participation and buy-in, champion and develop an interagency system for foreign disaster response. Similar to the National Response Framework, this international response framework should be based on relevant components of the National Incident Management System, including the Incident Command System.
2. Determine USAID/OFDA's role in an interagency system in order to define requirements for: coordination, training, updates to internal systems, and information management/reporting requirements.
3. Establish interim protocols for how disasters will be managed before the full development of an international response framework.
4. Ensure that a Deputy Team Leader or leaders are included on a DART from the outset, including a position focused on staffing and staff needs.
5. Get on the calendar of all incoming senior USAID staff to fully brief them about USAID/OFDA within their first 24-48 hours on the job.

Finally, as immediate, live-saving efforts transitioned to recovery and rehabilitation assistance, USAID/OFDA began planning for hurricane season. Core DASPer, Giselle Zimmerman, lead a four-person team in Haiti which developed a hurricane season preparedness plan. The team conducted an inventory of initiatives being undertaken by the Government of Haiti, the USG, UN, Red Cross and Red Crescent movement, and NGOs. The team conducted a gap analysis and concluded that key areas that the USAID should support included increased coordination, both through support to the UN and engagement with NGOs, and through the development of a strategic communications plan to address issues related to hurricane evacuation options. The plan came in handy when tropical storm Thomas passed over Haiti in November 2010. Thankfully, the storm produced little damage.

Pakistan Floods

From July 22 to 31, 2010, heavy rainfall and subsequent flooding in various regions of Pakistan affected up to 20 million people and resulted in as many as 1,900 deaths in Baluchistan, Punjab, and Khyber Pakhtunkhwa provinces.

On July 30, U.S. Ambassador to Pakistan Anne W. Patterson issued a disaster declaration in response to flooding. In early August, a USAID/DART deployed to Pakistan to assess humanitarian needs and work closely with the U.S. Embassy in Islamabad to coordinate U.S. humanitarian assistance. USAID/OFDA also activated a Washington, DC-based Response Management Team (RMT).



Gilgit, Pakistan, Cargo Shipment

DASP provided a variety of support in response to the Pakistan Flooding. Core DASP member, Chris Knobel, was sent to Islamabad on a 30 day assignment as the Logistics Coordinator for the DART. Tom Frey, METI/STARs, was also sent to Islamabad (September 1-29, 2010) as the DART/s Military Liaison Officer. DASP also provided support to the Pakistan RMT. Prior to his deployment, Chris served on the RMT as the Communications & Record Coordinator, and DASP detailee John Haugh, served as the Communications & Records Coordinator (September 6 –October 16, 2010).

Detailer Experience



(DASP Core Staff Member Chris Knobel and Logistician Brian Lefave, Skardu, Pakistan.)

This was my second overseas deployment as a Logistics Officer on a DART. The experience was quite a bit different from my first one, which was Haiti. After being with the core DASP team for almost 2 years, my understanding of humanitarian coordination became clearer during my time in Pakistan.

I was directly involved with coordinating between the UN, U.S. Military, implementing partners, and OFDA DC. I have learned that strong relationships are extremely important between the different players involved with Logistics while being in the field. There are so many small operations that take place daily, and it's those strong relationships with the military,

UN, and OFDA's implementing partners that are all part of a successful operation. My time working with DASP and OFDA logistics in Washington DC successfully prepared me for an overseas assignment. (Chris Knobel, core DASP member)

Russia Wildfires

During July and August 2010 Russia experienced the highest recorded temperatures in Russian history; averaging 4-8 degrees Centigrade above normal. These extreme temperatures, combined with a sustained drought across western Russia, created volatile wildfire conditions. By early August, dense smoke was blanketing the Moscow Region creating hazardous air quality. The primary ignition source came from people. Over 26,000 fires consumed over 16 million hectares (1 hectare = 2.47 acres). By August reports indicated 52 lives lost (including three firefighters) and 3,500 displaced victims. The Government of Russia (GoR) declared a state of emergency on August 2, 2010. Despite extensive and robust efforts from the GOR and nearby countries, the situation quickly surpassed regional and national fire suppression resource capabilities.

On August 6, U.S. Chargé d'Affairs Eric Rubin declared a disaster. In response OFDA immediately provided \$50,000 through the U.S. Embassy in Moscow to the Russian Red Cross for the local purchase and distribution of emergency relief commodities for fire-affected households. On August 8, at the request of USAID/OFDA and the U.S. Embassy in Moscow, DASP deployed a two-person technical team to assess the impact of the wildfires, evaluate potential hazards created by newly burned terrain, and provide technical assistance to the GOR in responding to the emergency and addressing long-term wildfire management issues. The team included DASP core team member Chris Knobel and DASP detailer Mike Lambright (BLM, Alaska Fire Service).

With no official Response Management Team (RMT) established in Washington, the DASP provided all of the direct support to the technical assessment team in the field. Stephanie Savolaine, DASP Program Manager, coordinated these efforts with support from DASP detailers Garrit Craig, Ty Humphrey, Scott Dehnisch and Mark Rooney.



DASP's Chris Knobel and the USAID Mission Director tour fire operations activities in Russia.

Detailer Experience

From August 8 to 20, a two-person interagency technical team traveled to Russia to meet with fire response officials and assess the human and environmental impact of the wildfires. The team included Chris Knobel, U.S. Forest Service International Programs, and Mike Lambright, Bureau of Land Management, Fire Management Officer. In addition to the meetings with EMERCOM and Avialesookhrana, the technical team made site visits to active fires in the Shatura and Orekhovo-Zuevo Districts within the Moscow Region.



Orekhovo-Zuevo District, Russia
Technical Specialist Mike Lambright, Alaska Fire Service, and Matvei Tarbeev, Russian Helicopter Rappeler and Smokejumper.
(Photo: Chris Knobel)

“This assignment strengthened my incident management and organization skills, challenged quick decision making, fostered diversity awareness and further developed team building interests. This rare experience can be directly integrated into my position by providing a broader perspective and understanding of cultures, nationalities and agencies, and how a broad range of fire management issues impact them.” (Mike Lambright, Fire Management Officer, Bureau of Land Management, Alaska Fire Service.)



Russian firefighters digging fire line, Orekhovo-Zuevo District, Russia
(Photo, Chris Knobel)

After meetings with EMERCOM and Avialesookhrana (Aerial Fire Service) under the Russian Federal Forestry Agency (RFFA), the technical team made recommendations for an immediate shipment of emergency fire-fighting equipment including; Nomex clothing, personal protective equipment, tools, back pack pumps, water tanks, drip torches and medical kits valued at \$1.2 million USD. U.S. European Command (EUCOM) provided additional fire-fighting equipment including; nomex clothing, chainsaws, water tanks, large diameter hose, hand tools and medical kits valued at \$1.4M USD. The State of California donated 1,500

nomex pants and 400 nomex jackets valued at \$113,000 USD, which were included in the USAID/OFDA airlift. Two C-130 U.S. Air Force aircraft and one USAID/OFDA charter aircraft arrived in Moscow on August 13th with the first loads of supplies. The final USAID/OFDA cargo flight arrived on August 18th bringing the total USG contribution to \$4.5 million.

This page intentionally left blank

Methodology and Systems

Highlights

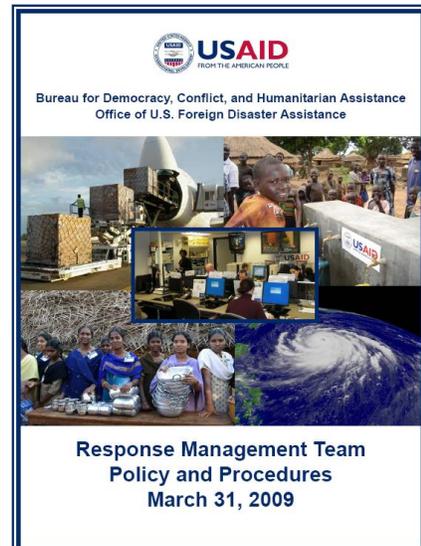
- Developed a quick-reference guide for USAID/OFDA's Senior Management Team focused on DART/RMT activation decision making and coordination.
- Distributed over 2,600 FOGs to staff and partners.
- Completed After Action Reviews for earthquakes in Haiti and Chile, and a complex emergency in Pakistan.
- Conducted an Operations Center review to inform the build-out of USAID/OFDA's third Emergency Operations Center in the new Courthouse facility.

Quick Reference Guide for Senior Managers

Numerous USAID/OFDA After Action Reviews in recent years have reaffirmed that leaders often neglect or forego existing policies and procedures during the initial DART/RMT activation phase. Reasons are numerous, and may include imperfect memory of when and how to use procedures to USAID/OFDA's greatest advantage. In response, DASP developed a pocket-sized reference booklet for OFDA's Senior Management Team (SMT) intended for use during the first 48 hours of a disaster response.

The booklet includes a new, one-page, SMT-focused checklist for making activation decisions. It also includes key excerpts from the management sections of the RMT Policy and Procedures manual published in FY 2009, the current on-call RMT roster, and other resources to assist

senior staff with quick and effective decision-making and coordination. The booklet is intended to be distributed monthly, provided that current RMT rosters are available.



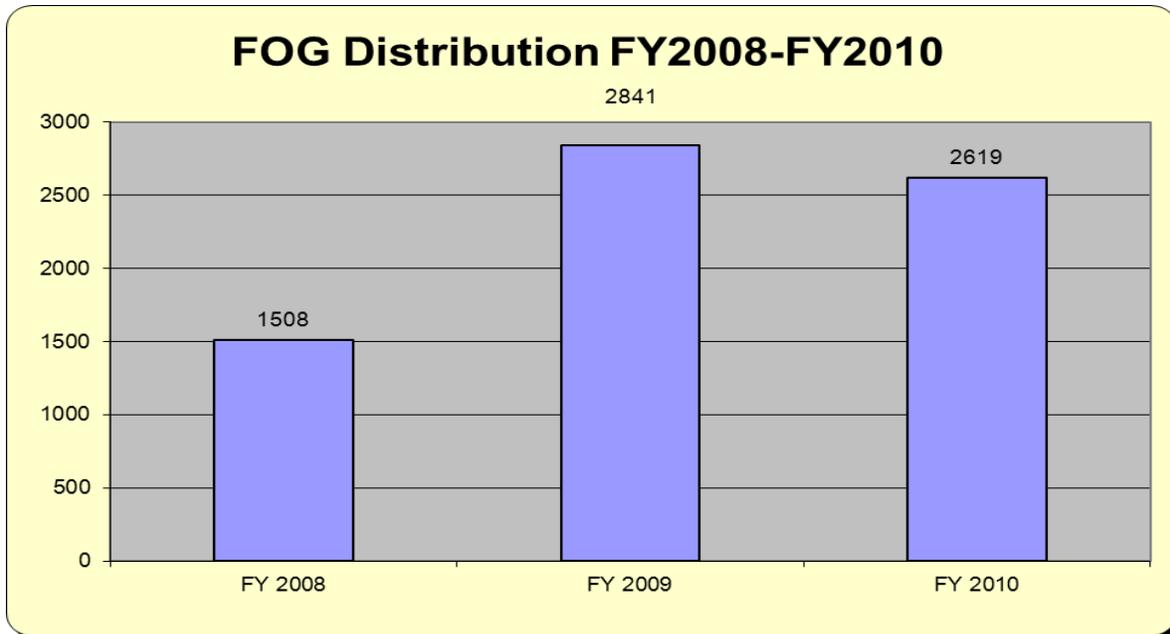
Field Operations Guide (FOG)

DASP works in conjunction with the National Interagency Fire Center (NIFC) in Boise, ID, and the Colonial Place at Court House Metro (Court House) warehouse in Arlington, VA to maintain and distribute the Field Operations Guide (FOGs) for Disaster Assessment and Response. A FOG distribution policy helps DASP to efficiently manage requests and dispense FOGs appropriately, and an on-line version gives access to audiences that cannot receive hard copies due to supply constraints. The on-line version of the FOG is available at the following url:

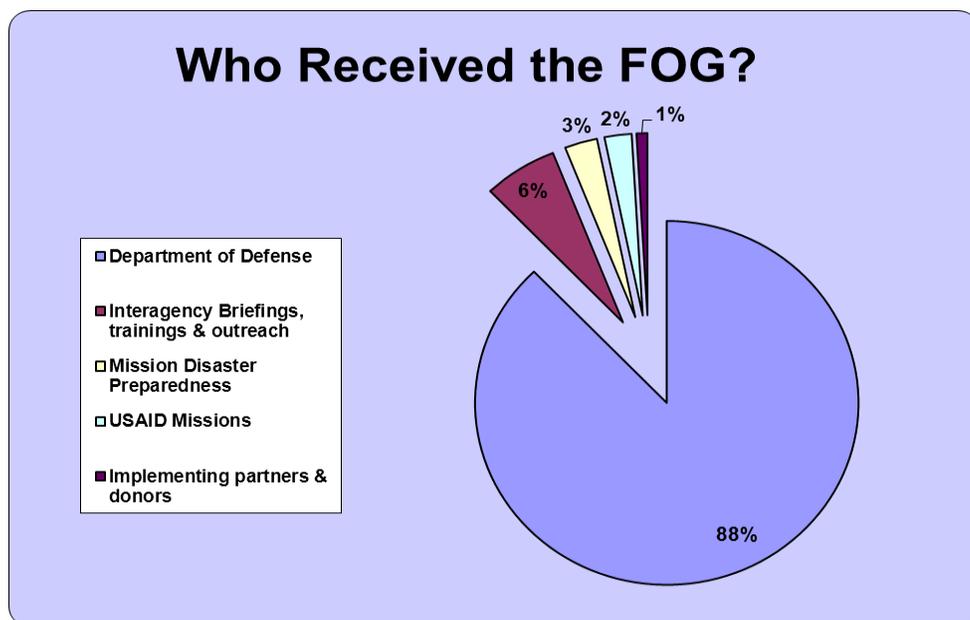
http://www.usaid.gov/our_work/humanitarian_assistance/disaster_assistance/resources/pdf/fog_v4.pdf

In FY 2010, DASP continued to receive a variety of requests for the FOG from staff and partners in the United States and overseas and distributed 2,619 FOGs, which is down slightly from last year. The Department of Defense was the lead consumer of the FOG, with 2300

books distributed primarily in conjunction with the USAID/OFDA-run Joint Humanitarian Operations Course (JHOC) which took place in locations as diverse as Okinawa, Japan; Manila, Philippines; and Stuttgart, Germany. DASP also dispatched about 2% of FOGs to USAID Missions and Provincial Reconstruction Teams, with about 30 books going to Moscow, Russia. About 3% of FOGs were distributed at Mission Disaster Preparedness consultations in Hungary and Thailand, with another 6% distributed as part of interagency briefings, trainings and outreach initiatives, not including DOD.



As the remaining supply of FOG version 4.0 dwindled, DASP worked with the Forest Service Office of Communications and the Government Printing Office to initiate a third printing of this edition, which will be complete in FY2011.



After-Action Reviews¹

Pakistan Complex Emergency

Between August 2008 and September 2009, conflict between the Government of Pakistan (GoP) and militant groups displaced approximately 2.7 million individuals. The humanitarian needs resulting from this civil conflict and displacement led U.S. Ambassador Anne W. Patterson to re-declare a disaster in Pakistan and request USAID/OFDA assistance on October 20, 2008. In early May, 2009, the level of displacement



A food distribution in Chota Lahore Camp in Swabi District, North-West Frontier Province, Pakistan.

Photo: ©UNICEF/PAKA2009-4237/Marta Ramoneda

increased significantly due to heightened conflict. On May 15, USAID deployed a DART to Pakistan and on May 18, activated a

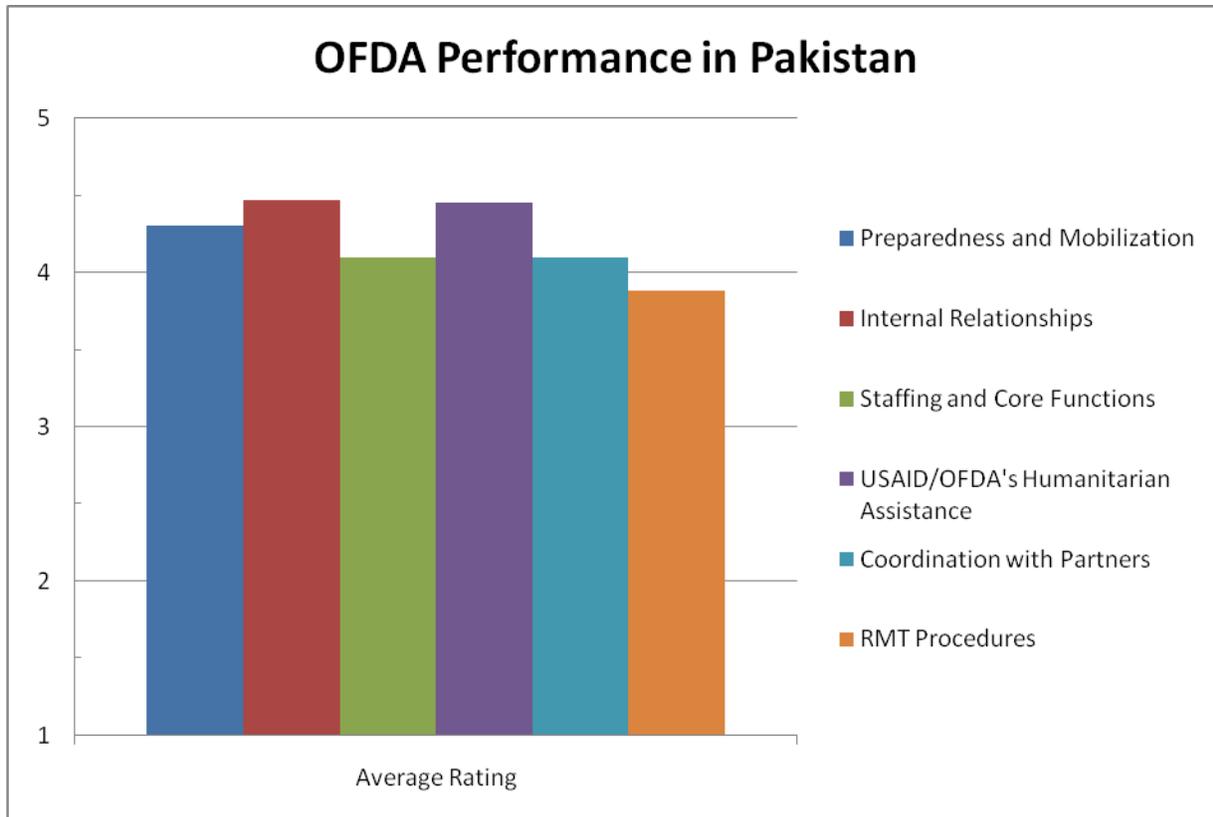
Washington D.C.-based Response Management Team to support the DART.

The DART transitioned to an USAID/OFDA Field Office and the RMT was demobilized on July 10, 2009. USG humanitarian assistance to conflict affected populations in Pakistan in FY 2008 and FY 2009 totaled over \$276 million, including: \$102.8 million from USAID/OFDA, \$58 million from USAID/FFP, \$59.6 million from State/PRM, \$44 million from USDA, almost \$9 million from USAID/Pakistan, and \$3 million from DoD.

Beginning in FY 2009, DASP conducted an After Action Review comprised of hotwashes with members of the DART and RMT, and an anonymous on-line survey. The survey was sent in August 2009 to over 80 USG participants in the response, including representatives from the DART, RMT, Department of State, USAID, Department of Defense and United Nations. USAID/OFDA received 12 responses to the survey, ten were from USAID/OFDA, one was from the Department of State (DOS), and one was from another, unspecified, USG agency.

The on-line survey asked partners to rate USAID/OFDA's overall effectiveness in a number of thematic areas including Preparedness and Mobilization; Internal Relationships; Staffing and Core Functions; Humanitarian Assistance; Coordinating with Partners; and RMT Procedures. The aggregate scores of each theme ranged from 3.9 to 4.5 on a scale with 1 being "least effective" and 5 being "most effective." USAID/OFDA's Preparedness and Mobilization, Internal Relationships, and Humanitarian Assistance all received scores well over 4 and the only area that scored under 4 was RMT Procedures. Overall, respondents felt that the response went well and scores were generally high, although some areas for improvement were exposed.

¹ DASP coordinated and facilitated an After Action Review of the Haiti earthquake response which is described in a previous section of this report.



Because the survey feedback was generally positive with modest recommendations for future improvements, USAID/OFDA's Senior Management Team decided not to conduct an after action workshop. Instead, DASP used the hotwash notes and survey data to compile an aggregate report of lessons learned and recommendations in early 2010. The report is available for internal USG use and can be accessed through the DASP staff or in the USAID/OFDA public filing directory.

Chile Earthquake

On the heels of the Haiti earthquake, at 0334 hours local time on February 27, 2010, a magnitude 8.8 earthquake struck near the coast of south-central Chile. The earthquake was followed by a destructive tsunami and more than 200 aftershocks. According to the Government of Chile (GoC), the earthquake affected approximately 2 million people, displaced thousands of individuals, and left 486 people dead and 79 missing. Although the amount of energy released during the Chile earthquake was 500 times greater than the amount released in the Haiti earthquake, the casualty count and the amount of destruction in Chile were both much less than Haiti experienced. The main reason for this difference is that Chile is accustomed to large earthquakes and has been preparing for them for over 100 years.

On February 28, U.S. Ambassador to Chile Paul E. Simons issued a disaster declaration in response to the effects of the earthquake. USAID/OFDA activated a Washington, DC-based RMT on February 27 to coordinate the USG response, support USAID/OFDA assessment team members, and facilitate information-sharing and provision of assistance to earthquake-affected

individuals. The assessment team transitioned to a DART on March 5. The DART carried out field assessments; liaised with the U.S. Military, NGOs, national authorities, and multilateral agencies; identified unmet needs; and made recommendations for immediate funding. USAID/OFDA provided more than \$8.4 million in humanitarian assistance to Chile. USAID/OFDA's programs with implementing partners focused on water, sanitation, and hygiene; health services; transitional shelters; and the distribution of relief supplies.



*DART Staff talking with Chilean First Responders
2010 Chile Earthquake*

After the demobilization of the Haiti and Chile DARTs and RMTs, DASP coordinated comprehensive after action reviews of USAID's response efforts. The review process included de-briefs immediately following the response with members of the DART and RMT, interviews with key staff involved in the response, and an anonymous, on-line survey. Data gathered during these components of the reviews was used to identify key themes that emerged during the responses and helped frame the agendas for an after action review workshop.

A one-day after action review workshop was held on May 19, 2010. The thematic areas that emerged, and were discussed in detail during the workshop, included:

- The impact of multiple responses
- USAID/OFDA's response in high capacity countries
- Staffing
- DART/RMT communications

Following the discussions, after action workshop participants identified five priority recommendations which they felt would have the most dramatic effect on future responses should they be implemented. The recommendations submitted to USAID/OFDA's Senior Management Team for consideration included:

1. Design training courses which address communication skills for DART/RMT members and leadership training for DART leaders and RMT managers.
2. Codify a National Response Framework for international response.
3. Identify DART and RMT functional areas where USAID/OFDA has the least depth, and put in place a system to cross train existing staff in these functions until USAID/OFDA is fully staffed.
4. In a major disaster, deploy DART members to a staging point until country clearance is received. Pre-set staging areas should be identified for each region.
5. Clarify roles within USAID/OFDA regarding working and communicating with the Department of Defense, State Department, and within USAID.

Technical Assistance in Systems Development and Planning

USAID/OFDA Operations Center Survey

The U.S. Government response to the catastrophic earthquake in Haiti in January 2010 provided an opportunity for USAID/OFDA to evaluate its facilities and internal preparedness for a whole of government disaster response. In FY 2010, USAID/OFDA completed the build-out of an off-site work location as part of a new institutional support agreement with Cachendo/Catapult, including the construction of a new Operations Center.

Using lessons learned from Haiti and previous responses, DASP spearheaded a committee of staff members from USAID/OFDA's Operations Division that completed a survey of Washington-area emergency operations centers (EOCs) in order to make recommendations for the build-out of the new space. The committee looked at issues related to technology, equipment and processes to consider how USAID/OFDA might improve its readiness and operational capabilities. Numerous recommendations were integrated as the Cachendo/Catapult architects completed the new USAID/OFDA Operations Center at Courthouse. The survey process also gave the committee an opportunity to draw broader conclusions about the functionality of USAID/OFDA's other EOCs and to make recommendations for reconfiguration and redevelopment of those spaces, if resources become available.



The DASP-led committee visited the Emergency Operations Center facility in Fairfax County, Virginia as part of its review (Photo: S. I. Fatzinger/Fairfax County Times)

DART Levels Concept Paper

The purpose of a DART is to assist the U.S. Chief of Mission (COM) and USAID Mission (where present) with the management of the USG response to a disaster. DARTs conduct assessments, prioritize needs, manage on-site relief operations, coordinate the movement and consignment of USG relief commodities, and coordinate response activities with USG Agencies, host-country organizations, other donors and implementing partners.

A number of recent After Action workshops and related lessons yielded specific insights concerning the use of the DART “brand” during large-scale disaster responses:

1. High expectations: When a DART is deployed, USAID/OFDA's operational partners and executive leadership will expect a level of service that is consistent with USAID/OFDA's largest and most well-recognized responses, such as the Indian Ocean tsunami and the complex emergency in Iraq. This level of service requires a significant staff footprint. Thus, expectations often outpace a DART's operational presence and capabilities.
2. Limits on team size: The COM often imposes a limit on the number of individuals who will be granted country clearance as part of a DART. It is difficult for USAID/OFDA to predict this number, and once it is set it is difficult for USAID/OFDA to influence or change the cap on team size in the short-term. Often, the size of the team is out of sync with the operational requirements in the field, with too few positions to adequately cover necessary functions.
3. Non-USAID/OFDA staffing: USAID/OFDA faces consistent pressure to fill limited DART slots with representatives from other offices. These staff members perform roles and responsibilities defined by those partner offices, and do not have functional DART duties. In such cases, USAID/OFDA has even fewer slots for functional staff who are needed to perform the core work of the DART.



*Assigning levels and capabilities to DARTs can help OFDA to manage expectations and response options. Here DART members visit Petit-Goave in Haiti to monitor earthquake response programs.
(Photo: CHF)*

In preparation for the USAID/OFDA Regional Advisors conference, DASP developed a concept paper outlining a proposed approach to assign "DART levels" using an A/B/C nomenclature. The approach may help USAID/OFDA take advantage of the public cachet and systematic approach of the DART concept without committing to large-scale operations; manage the expectations of operational partners and executive leadership, including the COM; and advocate for a

team footprint that is consistent with the operational requirements and expectations in the field. Further, a system of DART levels will help USAID/OFDA with internal planning and staff understanding of the magnitude and complexity of a field response. The approach was not adopted in FY 2010, but may be considered again in a future year.

DART/RMT Preparedness Survey and Analysis

In the fall of 2009, DASP circulated a survey to SMT and USAID/OFDA staff who had served on DARTs or RMTs in FY2005-FY2009 to evaluate whether USAID/OFDA's core and surge staff

are well prepared to perform the work required of their assigned function(s) on a DART or RMT. The survey received 52 responses and sought to gauge functional strengths and weaknesses within the USAID/OFDA response structure. The survey also solicited recommendations on how to build or enhance the staff's knowledge and abilities within core functional positions.

Based on the results of this survey, DASP completed an analysis and proposal to enhance staff readiness through enhanced functional training and other preparedness initiatives. The proposal recommended new, specialized trainings for the following DART/RMT functions: Leadership/Management, Planning, Operations, Field Officer, and Communications and Records. The survey also showed that USAID/OFDA staff members favor the development of position-specific qualifications, so the DASP proposal recommended the introduction of a "task book" system for management positions on DARTs and RMTs. Each Task Book will list the competencies, behaviors and tasks required for successful performance in a specific position, and must be completed before a staff member will be considered qualified to perform in that function.

The first function-specific training that DASP will develop will focus on honing the operational leadership skills for DART Team Leaders, Response Managers, and Response Directors.

This page intentionally left blank

Training

Highlights

- Updated, planned and conducted three DART/RMT Essentials courses for 62 USAID/OFDA staff and partners

DART/RMT Essentials

During FY 2010, DASP updated, planned and conducted three four-day *DART/RMT Essentials* courses (October 6-9, 2009; March 2-5, 2010; and May 25-28, 2010).

A total of 62 participants completed the training, including representatives from USAID/OFDA, Fairfax County Fire and Rescue, the Bureau of Land Management, the White House Office of Management and Budget, the U.S. Forest Service, and USAID's Global Health and Latin American Bureaus.



*Participants view video clips describing core RMT positions and responsibilities as part of the DART/RMT Essentials course
(Photo: DART/ RMT Training)*

energy and experience to this training.”

DART/RMT Essentials emphasizes a combination of group work, lecture, and case studies and culminates in a final day of simulation to allow participants to practice what they have learned. The varied teaching methods keep participants engaged throughout the week, as one participant remarked in a note to the instructors on the final course evaluation: *“You guys all did an excellent job of layering info and building up to that last day of simulation. [The instructor] cadre [is] very personable: you guys all bring an excellent*

Noteworthy updates to the course this year included the addition of a new Safety and Security Exercise and adding closed captioning to the RMT training videos developed last year to achieve 508 compliance for the hearing impaired.

After the completion of the May session of the DART/RMT Essentials, the instructors packed up and said goodbye to the OFDA training facility on Quincy St. in Arlington. DASP staff helped develop the specifications for a new training facility and operations center near the Courthouse Metro station, which opened early FY 2011.

Other Briefings and Training Support

Throughout the fiscal year, DASP staff members provided a variety of briefings and training support. In particular, DASP arranged and participated in a number of briefings for external partners focused on USAID/OFDA's systems and procedures for disaster response. These briefings touched on ICS, DART, RMT, IAS and the procedures, templates and tools in place to successfully implement these systems, as summarized in the chart below.

Description	Location	Audience	Date	Participants
DART/RMT Essentials	Arlington, VA (Quincy Street)	USAID/OFDA staff and partners	October 2009	21
			March 2010	18
			May 2010	23
DASP Orientation for Detailers	Boise, ID (National Interagency Fire Center)	Forest Service and BLM prospective detailers	December 2009	33
DASP Operational Orientation to Washington, DC	Washington, DC	Forest Service and BLM detailers who have completed DART/RMT Essentials	October 2009	5
			March 2010	5
			May 2010	5
Briefing on After Action Review Process	Washington, DC (RRB)	State CRS	March 2010	3
Briefing on Coordination Mechanisms during a Disaster	Washington, DC	USDA and Forest Service colleagues	March 2010	4
Briefing on OFDA Systems	Washington, DC (RRB)	Mark Ward	July 2010	1
Monthly RMT Briefings	Washington, DC	USAID/OFDA on-call RMTs	Last Tuesday of each month	84
Russia Fire Response Briefing	Washington, DC	Federal Partners involved in the response	August 2010	15
<i>Total Participants</i>	217			

** Participant numbers for formal trainings are firm, while most briefings are estimated

Mission Disaster Preparedness

Highlights

- Conducted three regional Mission Disaster Preparedness consultations in Kigali, Rwanda; Bangkok, Thailand; and Budapest, Hungary.
- Enhanced the MDRO Toolkit with new cable templates, and progress on the forthcoming Mission Preparedness video.
- Represented USAID at the State Department's annual Crisis Leadership Seminar.

Regional Consultations



Mission Disaster Relief Officers and alternates at the consultation in Bangkok, Thailand

The DASP was busy during the winter and spring with multiple events promoting mission disaster preparedness. A total of three regional mission disaster preparedness consultations were held between January and May 2010. The first consultation was in Kigali, Rwanda for Mission Disaster Relief Officers (MDROs) and alternates from East, Central, and Southern Africa. Ten MDROs and alternates representing nine countries were in attendance. The second was in Bangkok, Thailand and targeted MDROs and alternates from the Pacific and East and South Asia. Twenty-seven MDROs and alternates representing 21 countries attended. The final consultation of the fiscal year took place in Budapest, Hungary. Sixteen MDROs

and alternates representing 14 countries from Europe, the Middle East, and Central Asia (EMCA) were in attendance. This was the first consultation targeting MDROs from East and Central Africa and the third consultation aimed at MDROs from Asia and EMCA.

The purpose of the consultations is to strengthen MDRO's and alternate's knowledge about their roles and responsibilities; familiarize them with USAID/OFDA's authorities and capabilities; and provide MDROs with the tools necessary to successfully respond to an emergency at post involving the host population. In addition, the consultations help USAID/OFDA Regional Advisors and Regional Team members build relationships with MDROs and alternates and helps establish USAID/OFDA team members as primary points of contact for disaster response.

The course materials, including PowerPoint presentations, instructor notes, and participant handouts, can be found in the Mission Disaster Preparedness e-room at: <https://trauma.ofda.gov/eRoom/OPS/MDP>. Storing materials in e-rooms allows Regional Advisors and other field staff easy access to materials that are frequently used by MDROs.

MDRO Toolkit

New Cable Templates

A disaster declaration cable sent from the Chief of Mission in the field triggers USAID/OFDA's humanitarian assistance. The Mission Disaster Relief Officer (MDRO) at post is usually responsible for drafting the disaster declaration cable along with disaster alerts, situation reports, and the final disaster report. DASP's Mission Disaster Preparedness Coordinators prepared templates for drafting each type of cable for use by MDROs and alternates.



The templates include information on who should receive the cable (proper addressing, tags, and slugs) and an outline of what type of information to include in each paragraph. DASP hopes that the templates will not only make the MDRO's job easier, but also increase the quality of reporting coming from the field. MDROs receive the templates at mission disaster preparedness consultations, but they can also be found in the Mission Disaster Preparedness e-room at: https://trauma.ofda.gov/eRoom/OPS/MDP/0_fc54



DASP also revised the cable templates that USAID/OFDA uses to respond to an Ambassador's declaration of a disaster. The four new templates lay out the expectations for using the funds, the steps and responsible entity for obligating the funds, the required documentation that must be included in the award package, and the reporting requirements back to USAID/OFDA. The templates for use with USAID Missions also include guidance on working with USAID's new Global Acquisition and Assistance System. In addition, DASP put together a tool box of resources for cable writing. The resources can be found in

the Grants Working Group e-room at: https://trauma.ofda.gov/eRoom/DRM/GWVG/0_352f37. The disaster declaration response cable templates include:

- \$50,000 Initial Relief Assistance provided to USAID Mission
- More than \$50,000 Initial Relief Assistance provided to USAID Mission
- \$50,000 Initial Relief Assistance provided to the US Embassy
- More than \$50,000 Initial Relief Assistance provided to the US Embassy

Mission Disaster Preparedness Video

Work continues on a video series and resources kit for USAID/OFDA Regional Advisors and team leaders to use with Ambassadors, Mission Directors, and other senior executives in disaster-affected countries and the USG interagency. The purpose of the video series is to provide a platform for dialogue between USAID/OFDA and senior decision makers. Some of the themes that will be highlighted in the video series include: USAID/OFDA's mandate and authorities; how a DART works with an Embassy and/or USAID



Foreign Service Institute campus in Arlington, Virginia

Mission; and disaster myths and realities. After further defining the scope and content of the video series with a variety of USAID/OFDA stakeholders, DASP entered into an agreement over the summer with the US Department of Agriculture's (USDA) Broadcast Media and Technology Center to produce the video series. This component of USDA provides full service digital production facilities staffed by award winning professionals with backgrounds in a variety of media. In FY 11, DASP and USDA will develop a video treatment, collect footage, and work on a script.

Crisis Leadership Seminar

USAID/OFDA's Mission Disaster Preparedness Coordinators represented USAID at the State Department's annual Crisis Leadership Seminar. The two day course was held July 8 and 9, 2010, and was attended by approximately 25 foreign service professionals. The purpose of the seminar is to help leaders identify and practice skills that will strengthen their performance and the performance of their teams overseas. Participants learn critical lessons in communication under exceptional and stressful circumstances. In addition to staff from USAID/OFDA, participants have a chance to interact with colleagues from the State Department's Diplomatic Security's Crisis Planning Team, the Family Liaison Office, the Office of Casualty Assistance, Consular Services, Information and Resource Management, Weapons of Mass Destruction, and the Department of Defense's non-combatant evacuation operations.

Ongoing Initiatives

- DASP continued to maintain a Mission Disaster Preparedness (MDP) e-Room on the OFDA.gov website which includes a database with MDRO and alternate MDRO contact information. DASP used a variety of methods to solicit contact information including sending a cable request to all posts in August 2010. The cable included the process for nominating the MDRO and alternate and outlined their roles and responsibilities. The database is located at: <https://trauma.ofda.net/eRoom/FST/MDP>

- DASP provided comments on the Latin America and Caribbean hurricane season preparedness cable, the West and North Africa flood season cable, USAID/OFDA’s annual guidance cable, and the State Department’s crisis management cable. These cables provide direction to posts concerning support from USAID/OFDA before, during, and after a natural or man-made disaster abroad.
- DASP provided remote technical assistance to MDROs, alternates, Regional Advisors, and Program Officers to promote and advance mission disaster preparedness objectives. This included preparing briefing materials and presentations aimed at USG leadership and key members of the interagency.



Mission Disaster Relief Officers and alternates at the consultation in Budapest, Hungary

Mission Disaster Preparedness Around the Globe

Regional Consultations	Country Briefings	Remote Technical Assistance
Albania, Australia, Azerbaijan, Belarus, Bhutan, Bosnia-Herzegovina, Cambodia, China-Hong Kong, China, Croatia, Cyprus, Democratic Republic of Congo, Estonia, Ethiopia, Georgia, Greece, India, Japan, Kazakhstan, Kenya, Korea, Laos, Macedonia, Madagascar, Malawi, Malaysia, Maldives, Mongolia, Nepal, New Zealand, Oman, Rwanda, Singapore, Somalia, South Africa, Sri Lanka, Sudan, Syria, Taiwan, Tajikistan, Thailand, Uganda, and Vietnam	Haiti and Liberia 	Bahamas, Bosnia, Brazil, Burundi, Cameroon, Central Africa Republic, Democratic Republic of Congo, Indonesia, Ivory Coast, Kazakhstan, Nicaragua, Niger, Nigeria, Samoa, Slovenia, Sudan, and Yemen
Total: 43 Countries 53 people trained	Total: 2 Countries	Total: 17 Countries

This summary table is not meant to be exhaustive since technical assistance is continuously provided to US Missions by USAID/OFDA's Regional Advisors.

Acronyms

AAR	After Action Review
AMDRO	Alternate Mission Disaster Relief Officer
BLM	Bureau of Land Management
ConOps	Concept of Operations
DART	Disaster Assistance Response Team
DOD	Department of Defense
DOS	Department of State
DRM	Disaster Response and Mitigation
EAP	Emergency Action Plan
FEMA	Federal Emergency Management Agency
FOG	Field Operations Guide for Disaster Assessment and Response
FS	Forest Service
FST	Field Support Team
FY	Fiscal Year
HSC	Homeland Security Council
IAS	International Assistance System
ICS	Incident Command System
JHOC	Joint Humanitarian Operations Course
LAC	Latin America and Caribbean
MDP	Mission Disaster Preparedness
MDRO	Mission Disaster Relief Officer
MDRP	Mission Disaster Relief Plan
NF	National Forest
NIFC	National Interagency Fire Center
NRF	National Response Framework
OFDA	Office of U.S. Foreign Disaster Assistance
OLU	Operations Liaison Unit
PASA	Participating Agency Services Agreement
PGO	Program Officer
RMT	Response Management Team
RoLo	Remote Location Kit
STARs	Short Term Assistance from Retirees
USAID	US Agency for International Development
USDA	US Department of Agriculture
USG	US Government