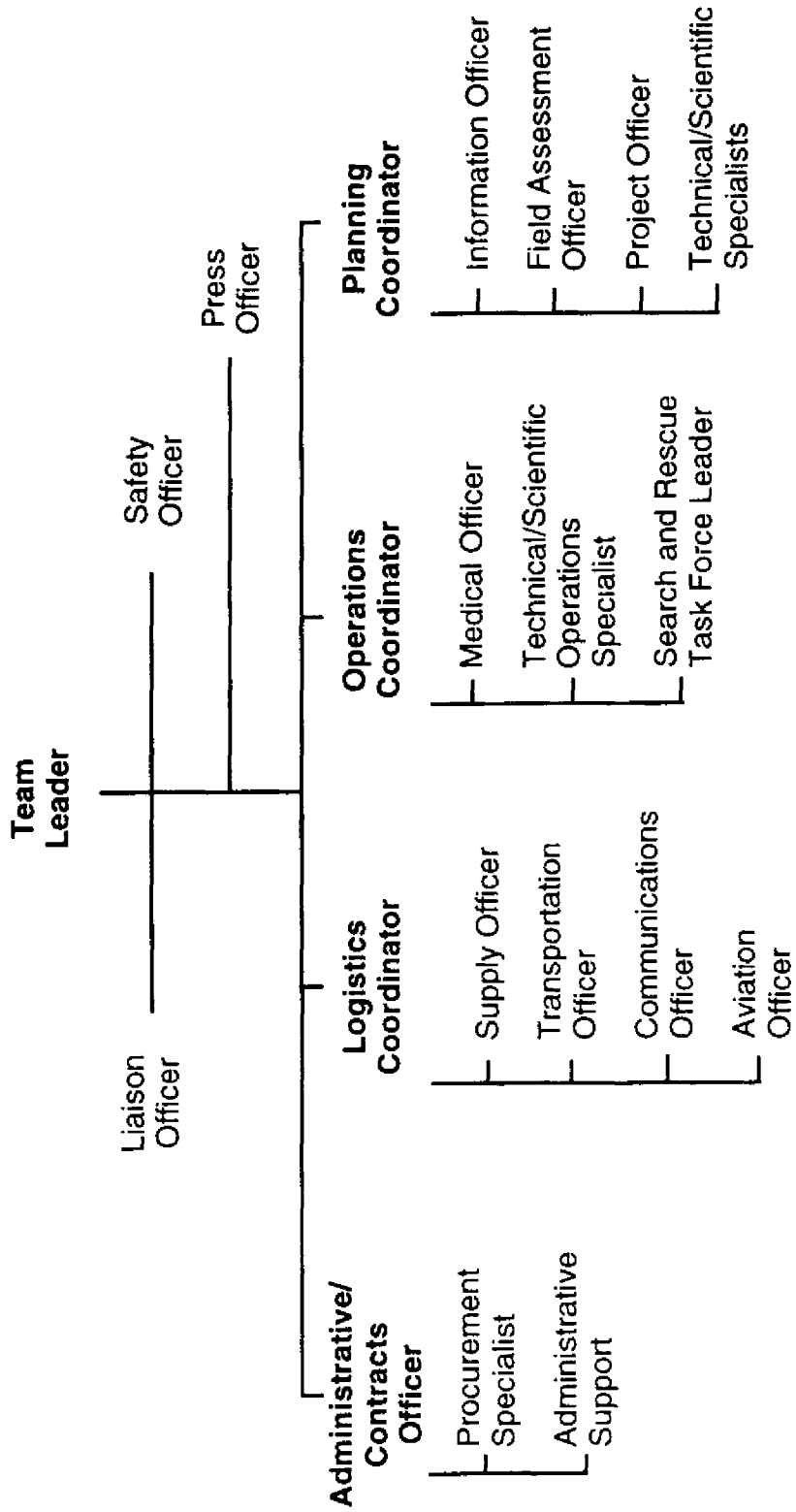


Chapter III

Disaster Assistance Response Team (DART)

DART Organization



Disaster Assistance Response Team (DART)

Overview

USAID's OFDA has developed a response capability called the Disaster Assistance Response Team (DART) as a method of providing rapid response assistance to international disasters, as mandated by the Foreign Assistance Act. A DART provides specialists trained in a variety of disaster relief skills to assist U.S. Embassies and USAID Missions with the management of the United States Government (USG) response to disasters.

The activities of a DART vary depending on the type, size, and complexity of disasters to which the DART is deployed.

A. Purpose

During rapid onset disasters, the focus of a DART is to:

- Coordinate the assessment of the situation and report on the needs.
- Recommend USG response actions.
- Manage USG on-site relief activities (e.g., search and rescue and air operations).
- Manage the receipt, distribution, and monitoring of USG-provided relief supplies.

During long-term, complex disasters, the focus of a DART is to:

- Gather information on the general disaster situation
- Assess the effectiveness of the overall humanitarian response.
- Identify the needs not being met by current overall response efforts.
- Monitor the effectiveness of current USG funded relief activities.
- Review proposals of relief activities for possible future funding.
- Advise USAID/Embassy on disaster issues.
- Make recommendations to OFDA Washington on follow-on strategies and actions.
- Implement procuring of contractual and grant services under special circumstances.

During either type of disaster response, DART's coordinate their activities with the affected country, private voluntary organizations (PVO's), nongovernmental organizations (NGO's), international organizations (IO's), and other assisting countries. When U.S.

military assets are involved with the disaster response, the DART will work closely with those assets to assure a coordinated effort by USG resources.

B. Structure

The structure of a DART is dependent on the size, complexity, type and location of the disaster, and the needs of the USAID/Embassy and the affected country. The number of individuals assigned to a DART is determined by how many people are required to perform the necessary activities to meet the strategy and objectives. A description of each DART position is provided in this chapter.

A DART is composed of five functional areas:

Management—Manages overall DART activities including liaison with the affected country, PVO's/NGO's/IO's, other assisting countries, and U.S. military; and the development and implementation of plans to meet strategic objectives.

Operations—Manages all operational activities carried out by the DART such as search and rescue activities, technical support to an affected country, medical and health response, and aerial operations coordination. Most active during rapid onset disasters.

Planning—Collects, evaluates, tracks, and disseminates information about the disaster. Reviews activities and recommends future actions. Develops the DART operational (tactical) plan.

Logistics—Supports the DART with team supplies, equipment, and services. Orders, receives, distributes, and tracks USG-provided relief supplies.

Administration—Manages fiscal activities of the DART. Contracts and procures goods and services required by the DART. Provides cost accounting of DART activities.

C. DART Activation and Deployment

The decisions on a DART's activation, composition, and mission are made at a disaster response planning meeting held in OFDA.

The DART is organized and supervised by a DART team leader selected by OFDA. The team leader receives a delegation of

authority from and works directly for the assistant director of OFDA's disaster response division or his/her designee. The delegation lists the objectives, priorities, constraints, and reporting requirements for the DART. Based on this information, the team leader in conjunction with the assistant directors for OFDA's Disaster Response and Operations Support Divisions will identify the other positions needed. OFDA's assistant director for the Operations Support Division has the responsibility for filling DART personnel requirements, supporting DART field operations, and ensuring security for the DART throughout the operation.

Prior to departure, the team leader will attempt to contact the USAID/Embassy (if present in the affected country) to discuss the situation, review the DART's structure, size, objectives, and capabilities, and identify the areas of support needed by the DART in country.

Upon arrival in an affected country, the team leader reports to the senior U.S. official or to appropriate affected country officials, to discuss the DART's objectives and capabilities, and to receive additional instructions and/or authority. While in the affected country, the team leader advises and may receive periodic instructions from USAID/Embassy. Those instructions will be followed to the extent they do not conflict with OFDA policies, authorities, and procedures. The team leader maintains a direct line of communications with OFDA Washington throughout the operation.

The duration of a DART operation will be determined by USAID/Embassy and OFDA Washington after reviewing the disaster situation and the progress of the DART in meeting its objectives.

The DART organizational chart in this guide portrays the positions and relationships described in the *Field Operations Guide (FOG)*. The following position descriptions and checklists describe roles and responsibilities for DART members. The position descriptions are grouped according to their functional areas. They are also applicable for defining the roles and responsibilities of members of OFDA Assessment Teams.

There are additional positions under the Search and Rescue Task Force leader which are described in the Federal Emergency Management Agency's *Urban Search and Rescue Response System Field Operations Guide*.

General Checklist for All DART Members

Pre-Departure:

- Establish contact with your supervisor and receive a briefing on:
 - The latest situation status of the disaster.
 - DART objectives and priorities.
 - Scope of your assignment within the DART.
 - Organizational structure of the DART.
 - Visa and immunization requirements.
 - Special equipment needs.
 - Functional staffing needs.
 - Travel arrangements and coordination with OFDA.
- Check on availability of local maps.
- Inform supervisor of in-country support needs.
- Contact unit personnel, brief them, and ensure their preparedness.
- Ensure equipment is acquired, prepared, and ready for shipment.
- Notify Embassy through cable, the type, amount, and serial numbers of all equipment being taken by the team into the affected country.
- Review personal and team support checklists.
- Review position description in DART Manual.
- Leave family name and contact numbers with OFDA.
- Leave family with power of attorney.

In Travel:

- Acquire and review briefing materials from supervisor including:
 - Affected country profile.
 - USAID/Embassy disaster relief plan.
 - State Department background notes.
 - Disaster history.
 - Lessons learned from previous responses.
 - In-country contact list.
 - Maps.
- Discuss the following with your DART supervisor:
 - Response strategy.
 - Known cultural sensitivities of affected country.
 - Role of USAID/Embassy and affected country officials.
 - Initial work assignment.
 - Daily shift and briefing procedures including time schedules.

- Ordering and procurement procedures.
- Property accountability
- Type of documentation required.
- Reporting requirements by individual and team.
- Media contact philosophy and procedures.
- Policy on communicating with family members.

In Country:

Immediate Actions:

- Perform initial evaluation of situation from your functional point-of-view.
- Discuss situation with USAID/Mission, local officials, other assisting country teams and PVO's/NGO's/IO's as appropriate.
- Assess affected country and other response organizations' abilities to manage the situation.
- Determine additional requirements (personnel, equipment, facilities, logistical support) and make recommendations to the supervisor.
- Provide inputs to your supervisor for the initial team operational planning process.
- Implement initial team operational plan.

Ongoing Actions:

- Contribute to the team operational planning process.
- Provide leadership and technical guidance and resolve any coordination and personnel problems within function.
- Inform supervisor and others of current situation as needed, including:
 - Work accomplishments.
 - Inability to operate as planned.
 - Potential political problems.
 - Internal and external coordination problems.
 - Shortage or surplus of resources.
 - Accidents involving assigned resources.
- Coordinate continuously as directed with affected country local officials, USAID/Embassy, other response teams, and PVO's/NGO's/IO's.
- Record significant actions and events in unit log each day and submit to supervisor or planning function.
- Constantly critique operation of function and recommend changes to supervisor.
- Evaluate ability of assigned resources to meet demands.
- Review need for replacement of supplies, equipment, and personnel. Request more as needed.
- Identify evidence of public health problems.
- Constantly monitor activities to ensure they are carried out

safely.

- Monitor team personnel for signs of critical incident stress syndrome.

Demobilization:

- Review staffing and resource requirements and recommend the release of excess personnel and equipment.
- Coordinate demobilization with supervisor and/or planning function.
- Close out with affected country, and other cooperating organizations as necessary.
- Close out with USAID/Embassy as necessary.
- Account for all your equipment and supplies.
- Prepare non-expendable items for return shipment, including completion of customs documents.
- Evaluate your function's performance including:
 - Lessons learned.
 - Individual performance of unit personnel.
 - Concerns.
 - Future training needs.
 - Recommended changes.
- Submit all reports, evaluations, unit logs, and time records to your supervisor or the planning function.
- Review checklist and make recommendations.
- Prepare for and participate in debriefings as requested.
- Clean up your work area.

Team Leader

Manages overall DART activities. Responsible for the liaison with the affected country, PVO's/NGO's/IO's, and other assisting countries. Ensures the development and implementation of strategic decisions. Reports to senior U.S. official in the affected country. Receives delegation of authority from the assistant director for OFDA's Disaster Response Division, and is responsible to OFDA Washington.

Pre-Departure:

- In conjunction with the assistant director for Disaster Response, identifies DART positions as needed.
- Receive general briefing from OFDA Washington staff. In addition to the general checklist, discuss:
 - DART objectives and authorities.
 - With USAID/Embassy, disaster situation, DART objectives, capabilities, structure, and in-country DART support needs.

- Political sensitivities relating to the affected country
- Security situation.
- DART-OFDA reporting, requirements including daily telephone calls, situation reporting, and final disaster report.
- Types of resources which can be requested, resource ordering process, and use of stockpile items.
- Affected country's disaster response capability.
- Status of affected country response to the disaster.
- Lessons learned from other disasters in affected country.
- Lessons learned from other disasters of this type.
- Other international response to the disaster (countries and organizations).
- PVO's/NGO's/IO's with programs in the affected country.
- Points of contact at USAID/Embassy.
- Points of contact with the affected country government.
- Coordination of international response through the U.N. and points of contact. Other coordination activities among PVO's/NGO's/IO's, and donor community.
- Media guidance.
- Fiscal authorities, restrictions, and reporting.
- Deployment time frame.
- Brief OFDA staff and discuss staffing requirements, in-country support requests, and special travel needs.
- Ensure the acquisition and preparation of team support list items.
- Ensure adequate communications equipment is ordered for all functions.
- Ensure DART has capability to fiscally support itself upon arrival in affected country.
- With planning coordinator and OFDA staff, conduct initial DART briefing.
- Cover all items under "IN TRAVEL" in checklists.

In Country:

Immediate Actions:

- Report immediately to the senior USAID/Embassy official, present DART capabilities and objectives, and receive briefing. Discuss security, disaster, and international response activity update, USAID/Embassy lines of authority, reporting requirements, support capability of USAID/Embassy for personnel, equipment, storage, work space, transportation, and personnel.
- With planning coordinator, formulate an initial team operational plan based on immediate evaluations from all functions, and briefing from USAID/Embassy.

- Notify OFDA Washington of DART's arrival, initial information obtained, and initial actions taken by the DART.
- Locate a DART headquarters and get set up. It should be close to USAID or the U.S. Embassy or close to the disaster site.
- With administrative/contracts officer, meet with key USAID/Embassy officials, including USAID controller and/or Embassy budget and fiscal officer to discuss OFDA procurement procedures (See Handbook 8, chapter 5), and fiscal requirements of team (local currency).
- If initial operational plan requires immediate tactical response or logistical support, ensure deployment of required personnel and equipment.
- Identify potential locations for warehousing, airport staging, storage, and administrative operations.
- Develop staff work schedule.
- Oversee the development of situation reporting, operational planning, resource tracking, documentation, and commodity consignment systems.
- Establish contact with other assisting country teams, PVO's/NGO's/IO's.
- Establish contact with the appropriate affected country ministries as necessary.
- Discuss potential safety issues and future technological problems with safety officer and technical/scientific specialists.
- Discuss appropriate media activities with press officer.
- Determine additional requirements (personnel, equipment, facilities, logistical support) Identify these to USAID/Embassy and OFDA and make recommendations.

Ongoing Actions:

- With planning coordinator, conduct regular planning briefing and debriefing sessions. Ensure regular attendance and contributions from all DART members into the team operational planning process. Review ground rules on press contact, contact with the USAID/Embassy, the affected country and other organizations.
- Maintain close communication with OFDA. Inform of current situation, work progress, problems, planned actions, effectiveness of response, condition, and performance of DART members.
- Review and clear sitreps
- Maintain close communication with senior USAID/Embassy official. Ask that official to explain mission of the DART to the Country Team.

- Coordinate continuously with affected country representatives, other assisting teams and PVO's/NGO's/IO's. Promote coordination among the PVO's/NGO's/IO's and donor communities.
- Conduct daily critique of all functions for effectiveness, validity of priorities, sound objectives, and ability of DART members to carry out assignments. Institute changes as necessary.
- Constantly foster open communications with USAID/Embassy to ensure their continued support of the DART and that the DART is meeting their needs. Keep them informed of DART activities and progress.
- Ensure all DART members maintain daily unit logs.

Demobilization:

- Oversee the development of the DART demobilization plan. Review plan with USAID/Embassy and OFDA.
- Review all documentation such as video tapes, pictures, logs, and sitreps.
- Analyze the impact of short-term relief activities on the long-term reconstruction program.
- Identify additional final disaster report requirements and assign responsibilities as required.
- Participate in writing and reviewing final disaster report.
- Ensure all fiscal agreements are concluded.
- Ensure requested documentation and final disaster report is distributed to local USAID/Embassy prior to departure.
- Debrief senior USAID/Embassy official.
- Notify OFDA of final demobilization arrangements.
- Prepare and conduct debriefing with OFDA staff in Washington.
- Submit final disaster report to OFDA.

A. Press Officer

Manages DART media activities. Reports directly to the team leader.

Pre-Departure:

- Contact the team leader and receive general briefing. In addition to the general checklist, discuss:
 - Media philosophy for this disaster, including level and type of coverage desired.
 - In-country press officer support needs (for cable to USAID/Embassy).

- Obtain information on USG response activities to date including commodities delivered, in route, and requested from OFDA logistics officer.
- Obtain information on response actions of other assisting countries, and PVO's/NGO's/IO's (from OFDA information management contractor or INTERACTION).
- Obtain all press releases pertaining to the disaster.
- Obtain information on media organizations currently covering the disaster.
- Coordinate the acquisition and shipping of press function equipment, including press release guidelines, disaster operations press guidelines, operations manual for media equipment, and office supplies. Specify weight, cubes, and number of pieces and arrange for special handling requirements.
- Organize press coverage at DART departure site.

In Country:

Immediate Actions:

- Perform immediate initial evaluation of media situation. Discuss current activities with local officials. USAID/Embassy (USIS), other assisting country teams, and PVO's/NGO's/IO's.
- Meet with USAID/Embassy (USIS) and obtain the following information:
 - Current and planned media activities.
 - Disaster affects on population and property.
 - Media management policy (picture taking, filming).
 - Current press organization in operation.
 - Affected country media sensitivities.
 - Support facilities available for briefings.
 - Availability of local equipment such as computers, typewriters, copy machines, etc.
- Obtain copy of any new press releases pertaining to the disaster.
- Obtain list of international and local media presently covering the disaster.
- Obtain and review USAID/embassy disaster relief plan and emergency action plan.
- With Information Officer and Planning Coordinator, establish procedures for press visits to DART headquarters (access to visual displays, maps, situation reports, resource status information).
- With operations coordinator, discuss press visits to work sites.
- Evaluate need for additional personnel and resources to meet press function needs.

Ongoing Actions:

- Ensure a balanced coverage of team activities.
- Keep team leader informed of all press activities in advance.
- Ensure proper safety practices are observed during work site visits.
- Keep DART members informed of U.S. and international news coverage.
- Keep USAID/OFDA public affairs officers informed.
- Coordinate continuously with local officials, USAID/Embassy (USIS), other assisting country teams, and PVO's/NGO's/IO's.
- Assist USAID/Embassy (USIS) in arranging and conducting VIP visits.

Demobilization:

- Give technical debriefing to USAID/OFDA public affairs officer.

B. Safety Officer

Identifies hazards and risks to DART personnel and oversees the adherence to safe practices and standards. Reports directly to the team leader.

Pre-Departure:

- Contact the team leader and receive general briefing. In addition to the general checklist, discuss:
 - Safety concerns at disaster site.
- Meet with operations coordinator to discuss operational issues.
- Coordinate the acquisition of office and field supplies.

In Country:**Immediate Actions:**

- Perform immediate initial evaluation of safety situation. Discuss conditions, security, hazards and needs with local officials, USAID/Embassy, other assisting country teams, and PVO's/NGO's/IO's. Determine best use of safety function.
- If plan requires immediate logistics and operations functions activation, begin assessing safety issues of the operation.
- Perform thorough evaluation of operational areas. Identify, mark and document potential hazards and unsafe situations. Notify DART members in the area immediately.
- Brief entire team on unsafe conditions. Recommend protective and preventative actions.

- Ensure safety standards and practices are observed in all operations.
- Investigate all DART accidents. Document and file.
- Develop medical evacuation plan including location of medical facilities, transportation, telephone numbers, and radio frequencies. Give copy of plan to planning function, transportation and aviation officers, logistics and operations coordinators, and USAID/Embassy.
- Evaluate the need for additional personnel and resources to safely meet objectives.

Ongoing Actions:

- Continuously monitor DART operations for adherence to safety practices and standards.
- Continuously monitor DART members for signs or symptoms of critical incident stress syndrome. Recommend rest, stress debriefing, or demobilization.
- Provide safety plan information to planning function for inclusion in operational plan. Plan can include reviews of air operations, vehicle safety, hazard maps, hazardous materials, safe working practices at work sites, personal and visitor safety (media), reporting of hazards, the emergency medical plan (first aid through medivac), reporting of accidents, accident investigation, and scheduling safety meetings.

Demobilization:

See general checklist.

B. Liaison Officer

Coordinates DART liaison function. Serves as the point of contact with affected country, USAID/Embassy, U.S. military, other assisting country teams, and PVO's/NGO's/IO's. Identifies political and operational concerns of these groups. Reports directly to the team leader.

Pre-Departure:

- Contact the team leader and receive general briefing. In addition to the general checklist, discuss:
 - Liaison concerns and needs at disaster.
 - Relationships among major respondents participating in the disaster relief activities.

In Country:

Immediate Actions:

- Perform immediate initial evaluation of coordination situation.
- Identify yourself as the DART point of contact to USAID/ Embassy, affected country officials, U.S. military, other assisting country teams and PVO's/NGO's/IO's. Discuss with them disaster needs and coordination issues.
- Obtain necessary credentials for identification and appropriate security clearances.
- Establish the points of contact with the above groups, including communications links and locations.

Ongoing Actions:

- Respond to requests from DART personnel for interorganizational contacts.
- Monitor disaster operations to identify current or potential interorganizational problems.
- Remain visible and available at the disaster to affected country officials, U.S. military, other assisting countries, and PVO's/NGO's/IO's.
- Offer methods to coordinate and support disaster response activities among the above groups.
- Maintain a current list of liaison contacts for above groups and provide to other DART members as needed.
- Share DART reports and accomplishments with the above groups.
- Document liaison activities.

Demobilization:

See general checklist.

Logistics Coordinator

Manages and supervises logistical, aviation, and communications support to the DART with team supplies, equipment, and services. Orders, receives, distributes, and tracks USG-donated relief commodities. Reports directly to the team leader.

Pre-Departure:

- Contact the team leader and receive general briefing. In addition to the general checklist, discuss:
 - In-country logistical support needs to be communicated to USAID/Embassy.

- Contact OFDA logistics officer and discuss the following:
 - Resource ordering procedures.
 - Current resources requested of USG by affected country. Obtain list.
 - Status of OFDA stockpile items and stockpile usage procedures.
 - Availability of in-country support services.
- Contact logistics function personnel. Brief and ensure preparedness.
- Coordinate the acquisition and shipping of team equipment and supplies. Specify weight, cubes, and number of pieces and arrange for special handling requirements as needed.
- Ensure adequate communication equipment is ordered, considering ground-to-air, command, and logistical needs and the ability to link DART headquarters with OFDA/ Washington and USAID/Embassy for voice and data transmissions.

In Country:

Immediate Actions:

- Define and acquire immediate needs of the DART.
- Perform immediate evaluation of logistical situation. Discuss needs with operations coordinator, USAID/Embassy, affected country officials, other assisting country teams, and PVO's/NGO's/IO's.
- Assess affected country and other response organizations' abilities to manage situation.
- Determine whether to activate transportation and supply units.
- If initial plan requires immediate logistical support, assist in selecting work site, set up equipment, and begin operation.
- Set logistics staff work schedules.
- Oversee establishment of an accountability and management system for team equipment and supplies and relief commodities. System will include receiving, inventorying, storing, security, and tracking equipment, supplies, and commodities. Use forms (see forms and instructions chapter in FOG) as needed.
- Establish DART logistical support requests process.
- Establish contacts with USAID/Embassy, affected country, or other groups to obtain the following information:
 - Airport/port operation procedures, capabilities, and conditions including landing/quay costs, customs inspections, unloading and loading support equipment, storage, security, fuel availability, communications systems in use, and access by ground vehicle.

- Capabilities, availability, and use of USAID/Embassy transportation.
- USAID/Embassy supply procedures.
- Local warehousing capabilities and conditions.
- Local power source requirements.
- Availability of local hire of personnel for logistical support.
- Reliable local common carriers (trucks, aircraft, ships).
- Local road conditions.
- Rail capabilities and conditions, if available.
- Use of waivers for expediting resources through customs.
- Discuss procurement and contract procedures with administrative officer.
- Establish local contacts for expediting logistics in-country.
- Oversee preparation of DART transportation plan. Submit to planning function.
- Evaluate the need for more personnel or resources to meet needs.

Ongoing Actions:

- Review resource requests with team leader.
- Ensure distribution process gets relief supplies to appropriate recipients.

Demobilization:

- Ensure logistics and team support equipment is accounted for and prepared for return shipment to United States, including completion of customs documents. Ensure appropriate documentation is sent to OFDA.

A. Supply Officer

Manages the ordering, receiving, inventorying, storing, issuing, and accounting of OFDA relief commodities. Reports directly to the logistics coordinator.

Pre-Departure:

- Coordinate the acquisition and shipping of equipment and office supplies.

In Country:

Immediate Actions:

- Perform immediate initial evaluation of supply situation.
- Find out the availability of local warehousing, labor, and transportation from affected country officials and USAID/Embassy.

- If plan requires immediate need for supplies, assist in selecting work site, set up equipment, and begin operation.
- Obtain following specific information from USAID/Embassy:
 - USAID/Embassy transportation capabilities, availability, and use procedures.
 - USAID/Embassy warehousing availability.
 - USAID/Embassy supply procedures.
 - Use of waivers for expediting resources through customs.
- With administrative officer, locate and contract for warehouse space and equipment and hire local labor as necessary. Discuss procurement procedures for obtaining local supplies.
- Develop staff work schedule for unit.
- Establish locations, facilities, and equipment for receiving, inventorying, storing, and issuing supplies.
- Set up ordering, inventorying, issuing, and tracking systems for team needs and relief supplies. Use forms (see forms and instructions chapter in FOG) as needed.
- Insure above systems can provide fast and accurate information as to what is in storage at any one time and in what quantities.
- Obtain map of area.
- Establish contact with local customs authorities. Learn country laws forms, costs, landing fees, and hours of operation of ports of entry.

Ongoing Actions:

- Work closely with transportation function to insure coordination of receipt and distribution of relief supplies.
- Insure efficient and accurate receipt of all supplies at storage locations and supervise receipt documentation.
- Take responsibility for both quantity and quality control of supplies delivered to storage locations.
- Prepare and submit stock inventories as requested.
- Inspect storage facilities as needed to ensure procedures in stacking, cleaning, and record-keeping are being adhered to.
- Review need for replacement parts, equipment, and supplies. Provide information on stock levels and anticipated needs and make requests through chain of command. Coordinate this activity with other DART members.
- Place USAID logo stickers on all incoming relief supplies containers.
- Ensure proper safety practices and standards are understood and observed.
- Establish, maintain, and supervise adequate security system for the warehouse facilities to prevent both theft and damage to team equipment and supplies or relief supplies.

- Brief local labor on changing situation.
- Take necessary precaution to store and label poisonous or hazardous materials in an appropriate manner.
- Monitor distribution system to ensure that relief supplies are distributed to appropriate recipients.
- Organize and file all relevant documentation.

Demobilization:

- With administrative officer, conclude all contracts (personnel and materials) and payments.
- Make arrangements for disposition of remaining supplies with OFDA and USAID/Embassy.
- Ensure equipment and supplies returning to the United States are accounted for and prepared for shipment, including completion of customs documents. Send appropriate documentation to OFDA.
- Ensure that requested documentation is distributed to local USAID/Embassy prior to departure.

B. Transportation Officer

Manages DART transportation resources. Reports directly to the logistics coordinator.

Pre-Departure:

- Coordinate the preparation and transport of equipment, tools, and relief supplies.
- Obtain transportation system maps.
- Insure adequate communications equipment will be available for vehicles.

In Country:

Immediate Actions:

- Perform immediate initial evaluation of transportation situation. Discuss transportation needs with operations coordinator.
- Make determination on need to rent vehicles and drivers immediately.
- Obtain map of city(s)/region.
- Develop interim transportation plan if needed.
- If plan requires immediate vehicle use, arrange for the loan and/or rental of vehicles, and establish a base of operations.
- Establish contacts with affected country officials, USAID/Embassy, other assisting country teams, and PVO's/NGO's/IO's to obtain the following information:
 - General road conditions.
 - Locations of hazardous or impassable areas.

- Fuel availability.
- Availability of local drivers.
- List of reliable local common carriers.
- Availability of local maintenance.
- Local insurance requirements.
- Local driving laws and requirements.
- Discuss procurement and contract procedures with administrative officer.
- With administrative officer, obtain the use of necessary vehicles. Inspect and document.
- Plan the loading, accounting, dispatching, and tracking system for relief supplies with the supply officer.
- Establish locations for maintenance, fueling, and cleaning vehicles.
- Establish vehicle management process including the following issues: inspection, storage, security, tracking, registration, insurance, mileage recording, and maintenance of vehicles.
- Ensure an adequate fuel supply system.
- Use DART forms (see forms and instructions chapter in FOG) as needed.
- Establish DART transportation support requests process.
- Ensure that daily logs are kept on all vehicles to record mileage, tune-ups, oil changes, etc.
- Learn local transportation laws, restrictions, traffic patterns, hours, and customs.
- Establish contact with local customs authorities. Learn country laws forms, costs, landing fees, and hours of operation of ports of entry.
- Prepare and submit complete DART transportation plan to planning function, including routes of travel, time and location of departure and pickup, and assignments of vehicle and driver. Include maps for drivers.
- Control traffic flow around supply area and DART headquarters.

Ongoing Actions:

See general checklist.

Demobilization:

- Inspect rental vehicles after use. Document.
- With administrative officer, conclude all contracts (personnel and vehicles) and payments.
- Ensure that requested documentation is distributed to local USAID/Embassy prior to departure.

C. Aviation Officer

Manages DART aviation resources. Reports directly to the logistics coordinator. The aviation officer may perform a logistical function such as managing aerial transportation, or an operational function such as managing aerial spraying.

Pre-Departure:

- Contact OFDA logistics officer and obtain:
 - Copies of aircraft contracts to be used in the disaster.
 - List of capabilities and requirements of aircraft that may be used to support the disaster, such as C-141, C-130, 727, or DC-6.
 - Information on availability of aircraft and of fuel, oil, and spare parts in-country.
- Contact OFDA contracts officer and review aircraft contracts.
- Coordinate the acquisition and shipping of equipment, tools, and supplies, including maps for air transportation planning, Locust Handbook, spray charts, airport maps, forms, and office supplies as necessary.
- Determine what assistance the USAID/Embassy will be giving to the DART, such as customs, overflight clearance, and transportation.
- What other donor countries, or NGO's/PVO's/IO's are operating aircraft in the affected country.

In Country:

Immediate Actions:

- Perform initial evaluation of aviation situation.
- Locate airport nearest to disaster site. Tour airport to determine adequacy for DART needs.
- Identify air transportation and air operations needs of operations and logistics functions.
- Establish contacts with affected country officials, USAID/Embassy, other assisting country teams, and PVO's/NGO's/IO's to obtain the following information on the airport in the area of the disaster.
 - Length/width of runways.
 - Elevation of runways.
 - Condition of runways.
 - Acceptability of DOD aircraft.
 - Landing fees and hours of operation.
 - Limitations and hazards.
 - Use of aircraft for spray and recon missions.
 - Frequencies in use.
 - Availability of local labor for hire.

- Customs laws and associated costs.
- Availability of local aircraft, pilots, maintenance personnel and fuel.
- Search and rescue plan with local medical facilities and the capabilities of those facilities.
- Determine need to rent aircraft for DART activities. If DART operational plan requires immediate air transportation or air operations, set up air operations office (preferably at airport), and arrange for rental of aircraft with the administrative/contracts officer, if necessary, and begin operation.
- Obtain maps of area for pilots.
- Discuss procurement and contract procedures with administrative function, including fees, fueling, and support services payment.
- Meet with customs officials and discuss advanced clearance of relief supplies.
- Establish area for fueling away from operations. Ensure adequacy of quantity and quality of fuel. Mark area and set up safety equipment.
- Establish area and procedures for loading and unloading aircraft. Control access to aircraft and loading/supply area. If loading pesticides for spraying, ensure all safety equipment and procedures are used.
- Establish systems for pilot briefings and scheduling, passenger briefings, manifesting passengers and cargo, flight following, transferring information on manifests, receiving supplies, and monitoring contracts. Use DART forms (see forms and instructions chapter in FOG) as needed.

Ongoing Actions:

- Ensure aviation safety is strictly enforced.
 - Adhere to IATA and FAA regulations on packaging and transportation of hazardous materials.
 - Ensure that ATC rules and operators flight manuals are observed.
 - Establish and maintain continuous radio communications with all aircraft (VHF\HF). Keep a radio watch during flight operations.
 - Ensure proper protective clothing is worn when handling hazardous materials.
 - Ensure proper safety procedures are used when loading, storing, and handling pesticides.
- Transmit all flight plans to civil aviation authorities for approval.
- Ensure that proper aircraft maintenance is conducted.

- Ensure that pilot duty and flight hour limitations are observed.
- Investigate and document any accidents or spills. Report them to the logistics officer.
- Ensure that all flights are manifested and flight-followed.
- Keep daily statistics of aircraft movements, legs, cargo and passengers flown, and fuel consumption for each aircraft. Keep documentation in secure, weatherproof location.
- Contribute regularly to team operational planning process. Provide input such as aircraft downtime due to maintenance, pilot days off, or poor flying weather.
- Establish and maintain a security system at the airport site to prevent theft and damage to property and supplies.
- Ensure adequate fire prevention.
- Coordinate with supply and transportation units to ensure safe and effective aircraft loading and off-loading procedures.
- Meet daily with operators of contract aircraft and discuss operation and problems. Document and file meeting results.
- Coordinate continuously with local officials, airport manager, USAID/Embassy, and other groups.

Demobilization:

- With administrative officer, terminate all contracts (personnel and aircraft) and payments.
- Ensure that requested documentation is distributed to local USAID/Embassy prior to departure.

D. Communications Officer

Manages DART communications equipment and systems and develops and implements the DART communications plan. Reports directly to the logistics coordinator.

Pre-Departure:

- Contact the logistics coordinator and receive general briefing. In addition to the general checklist, discuss:
 - Initial team communication requirements, including:
 - Air-to-ground.
 - Logistics.
 - Planning.
 - Operations.
 - Command.
 - Links between DART headquarters and work sites, OFDA, USAID/Embassy, and PVO's/NGO's/IO's.

- In-country communications support capabilities such as:
 - Frequency authorizations.
 - Availability of services such as USAID/Embassy communications office, AT&T, American Radio Relay League, Air Force MARS, Coast Guard, FCC, and U.N.
- Contact OFDA logistics coordinator and discuss the availability of equipment from other sources (Metro-Dade, Fairfax, Forest Service) to support DART requests.
- Coordinate the acquisition and shipping of communications equipment with the logistics coordinator. Consider need for electrical adapters. Specify weight, cubes, and number of pieces and arrange for special handling requirements.
- Obtain the following items:
 - Required sections of *OFDA Communications Options Manual*.
 - Local communications contacts list.
 - ITU radio regulations.
 - Instruction manuals for equipment.
 - Forms for telephone log, radio log, unit log, messages, medevac plan, communications plan, telephone use plan.
 - ARRL Repeater Directory.
 - Magnetic compass.
 - Computer software documentation.
 - *World Radio & TV Handbook*.
- Obtain country frequency list, ONC or TPC maps of disaster area, and basic tool kit for field repairs.
- Review existing communication agreements between United States and affected country.

In Country:

Immediate Actions:

- Perform immediate initial evaluation of communication situation. With DART coordinators, determine communication requirements.
- Contact local affected country communications authority, USAID/Embassy, other assisting country teams, and PVO's/NGO's/IO's to gain information on the best use of the DART communications assets.
- Obtain information from USAID/Embassy on frequency authorizations, available personnel, and communication and computer equipment and supplies.
- Obtain map of city/area.
- Select communications sites.
- Set up communications office at DART headquarters.
- Develop interim communications plan.

- Set up initial intra-team communications and a link to OFDA Washington.
- Instruct DART members on use of equipment.
- Assess condition of local communication facilities.
- Offer technical assistance to other communications operations.

Ongoing Actions:

- Constantly review and update communications plan.
- Assist DART members in the proper use of equipment.
- Keep OFDA informed on changes in communication procedures.
- Coordinate continuously with local communications officials, USAID/Embassy communications staff, and other groups.
- Ensure the proper use of frequencies.

Demobilization:

- Review communication requirements and recommend to operations coordinator the release of excess personnel and equipment.
- Maintain adequate equipment to support team until departure.
- Ensure equipment is accounted for and prepared for return shipment to United States, including completion of customs documents.

Operations Coordinator

Manages tactical operations such as search and rescue, medical/health, technical support, and aerial operations coordination. Reports directly to the team leader.

Pre-Departure:

- Contact the team leader and receive general briefing. In addition to the general checklist, discuss:
 - In-country operational support needs to be communicated to USAID/Embassy.
 - Operational response activities by affected country.
 - Operational response activities pending or in progress by other assisting countries and U.N.
 - Type of on-site operational coordination occurring between affected country, assisting countries, NGO's/ PVO's/IO's.
 - Technical or scientific specialists required for the mission.
- Ensure adequate communication equipment is ordered to support anticipated team operations.