FEDERAL EMERGENCY MANAGEMENT AGENCY
Emergency Support Function–9 -Incident Support Team
National Urban Search and Rescue Response System

AFTER ACTION REPORT MEMORANDUM

TO: Incident Support Team Members **FROM:** IST Leader/Planning Section

RE: After Action Report **DATE:** _____

We would like to begin compiling the after-action report for the Incident Support Team response and operations at this incident. The phase I after action debriefing will take place:

_____

(Date/Time/Location)

Please prepare for this meeting by identifying issues of concern and areas of improvement. The following format should be used to identify issues and recommended actions:

STATEMENT OF ISSUE
This is the definition of the problem or observation, specific in nature and can usually be contained in one or two sentences. Issues should clearly identify the "cause and effect" and be classified by function, such as Command, Planning, Logistics, Medical, Etc..
-Example PLANNING ISSUE #1: Insufficient time allotted for overlap of work shifts caused problems with the exchange of information and continuous work time.

BACKGROUND DISCUSSION
The background discussion is a brief narrative that describes the problem, it's corresponding effects and provides relevant background information to clarify and support the statement of issue.
-Example BACKGROUND DISCUSSION: The establishment of shift change at 0700/1900, and coordination of support elements such as transportation, feeding, etc interfered with the proper exchange of information and operational continuity at shift change.

RECOMMENDED ACTION
This section must contain complete, precise and specific actions that provide the necessary steps to implement, change or improve the statement of issue.
-Example RECOMMENDED ACTION: Allow the operation to dictate shift change and operational continuity. Support elements should support, not dictate the operation

IST should ensure that support elements allow enough time for shift exchange and operational continuity. One method of addressing this issue is to schedule one full hour of overlap time at shift change. This would allow, 30 minutes for operational briefing/debriefing, and 30 minutes for IST members briefing/debriefing.

ASSIGNED RESPONSIBILITY (This section will be completed at the formal After Action Meeting)
The assigned responsibility section should identify the agency or party with the responsibility and authority to take the recommended action if the issue statement and supporting sections are approved.

-Example ASSIGNED RESPONSIBILITY: FEMA US&R Program Management - Allocate funding to develop and deliver Task Force management and IST training courses. Courses should be delivered annually to ensure adequate coverage for all personnel.

Training Working Group - Coordinate the development and delivery of identified courses.

In addition to issues and concerns, we would also like to include a section of items that went well.

Thank you in advance for your cooperation.