Urban Search and Rescue Response System

In Federal Disaster Operations

Operations Manual

Federal Emergency Management Agency

January 2000
FEMA has developed four levels of operational guidance for use by emergency teams and other personnel involved in conducting or supporting disaster operations. This document corresponds to the level highlighted in bold italics.

<table>
<thead>
<tr>
<th>Level</th>
<th>Overview</th>
<th>A brief concept summary of a disaster-related function, team, or capability.</th>
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<tbody>
<tr>
<td>Level 2</td>
<td><strong>SOP or Operations Manual</strong></td>
<td>A complete reference document, detailing the procedures for performing a single function (Standard Operating Procedure), or a number of interdependent functions (Ops Manual).</td>
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<tr>
<td>Level 3</td>
<td>Field Operations Guide (FOG) or Handbook</td>
<td>A durable pocket or desk guide, containing essential nuts-and-bolts information needed to perform specific assignments or functions.</td>
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<td>Level 4</td>
<td>Job Aid</td>
<td>A checklist or other aid for job performance or job training.</td>
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This document is consistent with and supports the Federal Response Plan (FRP) for implementation of the Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended, (42 U.S.C. § 5121 et seq.).

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

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FOREWORD

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

The National Urban Search and Rescue (US&R) Response System provides for the coordination, development, and maintenance of the Federal effort with resources to locate, extricate, and provide immediate medical treatment to victims trapped in collapsed structures, and to conduct other life saving operations.

The US&R Response System methods of operation, organization, capabilities, and procedures in mobilization, on-site operations, and demobilization are described in this document.

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

________________________________________
Lacy E. Suiter
Executive Associate Director
Response and Recovery Directorate
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I. INTRODUCTION

A. PURPOSE

This document:

- Describes the composition and capabilities of the Federal Urban Search & Rescue (US&R) assets.

- Describes the process through which US&R task forces will be alerted, activated, and deployed upon implementation of Robert T. Stafford Act authorities during a major disaster.

- Delineates organizational responsibilities and roles.

- Describes the functions and purpose of the Incident Support Team (IST) and its relationship to Federal Emergency Management Agency (FEMA) US&R assets.

- Describes the relationships between FEMA US&R assets and other Federal resources such as the rapid needs assessment teams, the United States Public Health Service (USPHS), and other supporting organizations.

- Outlines how Federal US&R assets will be allocated in times of a disaster.

- Describes the process for accepting international US&R assistance to supplement the national capability.

- Provides procedures and guidelines for transporting task forces to and from a disaster area.

- Describes the purpose of the mobilization center, staging areas, and activities related to the task force’s occupation of these facilities.

- Identifies the procedures for on-site operations, task force reassignment, and demobilization.

The Operations Manual provides a detailed overview of the FEMA US&R National System. Other operational information is provided in the National US&R Response System Field Operations Guide (FOG) and the US&R Incident Support Team (IST) Operations Manual. Additionally, the reader should refer to the Emergency Support Function (ESF) #9 Annex – Urban Search and Rescue (US&R), of the Federal Response Plan (FRP), in order to understand how the FEMA US&R task force functions in the overall Federal response to a Presidential declaration of a disaster.
B. MISSION STATEMENT

The primary mission of FEMA under ESF #9 as outlined in the FRP is the coordination, development, and maintenance of the Federal effort with resources to locate, extricate, provide immediate medical treatment to victims trapped in collapsed structures, and to conduct other life-saving operations.

C. NATIONAL URBAN SEARCH AND RESCUE RESPONSE SYSTEM OVERVIEW

Following the Federal responses to the Hurricane Hugo and Loma Prieta disasters, Congress, through the Fiscal Year (FY) 1990 National Earthquake Hazards Reduction Program legislation, tasked FEMA to develop a national civilian US&R capability. FEMA, with support from Federal, State, local authorities, the nation’s top technical specialists in the field, and other interested groups, developed the National Urban Search and Rescue Response System. This system coordinates the selection, training, equipping, mobilization, and deployment of Federal and civilian search and rescue resources to respond to those situations outlined in the FRP in which victims are savable but inaccessible through other rescue techniques. These assets are used to augment State and local resources in disaster areas. The US&R task force is the fundamental unit of FEMA’s National System. Each task force is sponsored by a State or local government jurisdiction and comprises 62 technical specialists divided into management and operational elements (Figure I-1). Minimum criteria and standards have been established by FEMA as part of the National System in such areas as equipment, management and coordination, communications, and training for all task forces. Other components of the National System include an overhead team, called the Incident Support Team, developed to provide management, coordination, and support for the task forces, as well as rapid needs assessment teams and other technical personnel who respond to disasters as part of the FRP.

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**FIGURE: I-1 US&R Task Force Organizational Chart**
Currently, there are 27 task forces across the country in the National System. Many of these task forces have been deployed successfully to earthquakes and hurricane responses since the program’s inception. For more information on the task force composition, qualifications, position descriptions, operational checklists, and requisite equipment, refer to the FEMA National US&R Response System Task Force Description Manual and the FEMA National US&R Response System Field Operations Guide.

D. URBAN SEARCH AND RESCUE RESPONSE SYSTEM SUMMARY AND THE FEDERAL RESPONSE PLAN

The FRP is the Federal government’s plan-of-action for responding to disasters which fulfill the following criteria:

- The State and local response capabilities are overwhelmed;
- The State government requests Federal assistance; and
- The President formally declares that a disaster has occurred, activating the disaster assistance authority outlined in the Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended, (42 U.S.C. § 5121 et seq.).

Once these criteria have been met, the Federal government may implement any or all of the 12 ESFs that are described in the FRP (Figure I-2). Urban Search and Rescue constitutes ESF #9. Each ESF is coordinated by a primary Federal agency in concert with Federal agencies that may provide relevant support. FEMA has the primary responsibility under the FRP for Urban Search and Rescue.

FEMA coordinates Federal US&R planning activities and is supported by the following agencies: the Departments of Agriculture/U.S. Forest Service (USFS), Defense, Health and Human Services, Labor, Transportation, and Veterans Affairs; the Agency for International Development's (AID) Office of U.S. Foreign Disaster Assistance; the Environmental Protection Agency, and the General Services Administration. Each of the 10 FEMA regions produce supplemental response plans, including sections on US&R, based upon known resources, capabilities, and State authorities in their areas of responsibility.

In the event a natural disaster or technological incident results in collapsed structures that trap victims, the Federal government may be called upon by the State to provide US&R task forces to accomplish medium to heavy rescue missions. US&R is one of the four critical life-saving ESFs and is treated as a priority during the first hours and days following the event.
Emergency Support Functions

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<th>Emergency Support Function</th>
<th>Primary Agency</th>
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<tr>
<td>1. Transportation</td>
<td>Department of Transportation</td>
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<td>2. Communications</td>
<td>National Communications Systems</td>
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<tr>
<td>3. Public Works and Engineering</td>
<td>U.S. Army Corps of Engineers</td>
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<td>4. Fire Fighting</td>
<td>U.S. Forest Service</td>
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<td>5. Information and Planning</td>
<td>Federal Emergency Management Agency</td>
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<td>6. Mass Care</td>
<td>American Red Cross</td>
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<td>7. Resource Support</td>
<td>General Services Administration</td>
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<tr>
<td>8. Health and Medical Services</td>
<td>U.S. Public Health Service</td>
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<td>10. Hazardous Materials</td>
<td>Environmental Protection Agency</td>
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<td>11. Food</td>
<td>Department of Agriculture</td>
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<td>12. Energy</td>
<td>Department of Energy</td>
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FIGURE I-2: Emergency Support Functions

All task forces in the FEMA National US&R Response System will be advised immediately after FEMA, that a significant event has occurred or may occur and which conforms to certain criteria, such as an earthquake or hurricane affecting a heavily populated urban environment. FEMA will alert the USPHS and also begin to identify transportation resources through ESF #1. Once a reliable estimate of damage and need is ascertained, FEMA will determine the allocation of US&R resources and alert a portion, or all of the US&R task forces. If warranted, FEMA will activate an IST along with US&R task forces to selected mobilization centers. To accomplish this, FEMA will deploy up to three of the closest operational task forces outside the affected State. The IST will be deployed as soon as possible as part of the Emergency Response Team, Advance Element (ERT-A) in order to act as a liaison with State and local officials as well as make preparations for support of incoming task forces. Should additional task forces be required on the same incident, FEMA will activate task forces from the published rotation system in the specified manner. For some incidents, FEMA may activate a full Emergency Response Team (ERT).

In the event all FEMA US&R assets are activated and there is an obvious need for more, FEMA may request international US&R response through the United Nations Department of Humanitarian Affairs. If international US&R teams are used, they will be afforded the same logistical support and be expected to operate within the same framework as FEMA National task forces.

Once a FEMA sponsored task force has been activated, its transportation requirements will be evaluated. Depending on the travel distance to the incident, task forces may deploy by air or ground transportation. For those task forces traveling by air, each will assemble and report to a pre-determined Point of Departure (POD), usually an airfield, within six hours. The loadmaster will ensure that the task force equipment cache is
packaged and palletized in conformance with all military regulations controlling air cargo and hazardous materials (Haz Mat) movement. The loaded aircraft will deploy to a designated Point of Arrival (POA), normally a military airfield. Once the task force has reached its POA, the IST Point of Arrival/Mobilization Center (POA/Mob Center) Specialist should meet the aircraft and arrange for off-loading and transportation to the designated mobilization center. Where facilities permit, the POA and the mobilization center may be the same facility.

At the mobilization center, incoming task forces will receive a briefing from the IST POA/Mob Center Specialist who will establish communications procedures, describe the current situation, the task force mission assignment, procedures for re-supply, and transportation to and from the incident site.

When the task force has received a mission assignment, the IST Transportation Unit Leader will ensure air or ground transportation to a designated incident staging area in the area of their assignment or directly to the incident location. The task force will also receive a situation status update, operational assignment, and logistical and administrative information from the IST or local Incident Commander (IC). The task force will proceed to its assignment and begin normal operations. If the task force is directed to move to another site, the IST Transportation Unit Leader will provide transportation. The IST will also ensure re-supply of food, water, and other items essential to the mission. The task force will continue to operate until demobilized. This will usually occur within 10 days after deployment to the disaster area.

The local IC, through the IST, has the discretion to move a task force assigned to his/her jurisdiction to another work location within the jurisdiction. Once it is determined that an assigned task force has completed its mission, the IST and the State ESF #9 representative will determine if the task force is required at other locations within the State. The IST will coordinate with the State ESF #9 representative through the ESF #9 Group in the Disaster Field Office (DFO) to determine any further US&R needs for the task force (Figure I-3). If the objectives of the mission have been met and the task force is no longer needed, the IST will arrange for demobilization and return to its home jurisdiction. If the task force is demobilized, they will perform site disengagement procedures and be transported back to the mobilization center. Task force members will then be debriefed, and begin preparations for return to their original POD. Transportation will be arranged by the IST directly with the ESF #9 Group in the DFO who will coordinate the request with the Emergency Support Team (EST) in Washington, DC.
E. TASK FORCE COMPOSITION AND FUNCTIONS

Task forces are structured to safely operate on the scene for up to 10 days. Primarily, they perform the functions of search, rescue, and medical care for task force members and rescued victims. The individual team components and primary functions are outlined below:
1. Management

Composition: Task Force Leader
Safety Officer
Planning
Search Manager
Rescue Manager
Logistics
Medical Manager

Functions: Provides overall management and coordination of task force operations.

2. Search

Composition: Canine Specialists and Search Canines
Technical Search Specialists

Functions: Utilizes canines and technical/electronic search to locate trapped victims.

3. Rescue

Composition: Rescue Specialists organized into four squads with leader and five specialists, and includes Heavy Rigging Specialists.

Functions: Performs extrication of trapped victims. Skilled in cutting, shoring, lifting, and breaching steel and reinforced concrete.

4. Medical

Composition: Physicians and Medical Specialists at the paramedic or equivalent level.

Functions: Provides pre-hospital and emergency care for task force members and crush syndrome/confined space medicine for rescued victims.

5. Planning


Functions: Provides support to the overall search and rescue mission to include: planning, hazards evaluation, structural integrity assessments, and technical documentation.
6. **Logistics**

   Composition: Logisticians, Communications Specialists, and Support Specialists.

   Functions: Provides support to the overall search and rescue mission to include: logistical, communications, mobilization and demobilization, and transportation.
II. SYSTEM OVERVIEW

A. TASK FORCE CAPABILITIES

The method by which FEMA accomplishes the ESF #9 mission under the FRP is through the National Urban Search and Rescue Response System. The primary purpose of this system is to provide a nationwide heavy search and rescue proficiency at the local jurisdiction level that can be federalized and deployed to incidents requiring this capability. In order for task forces to be able to function in this capacity, they must develop and maintain the following capabilities:

- Physical, canine, and electronic search capability.
- Rescue operations in a variety of structures, including wood frame, steel frame, non-reinforced concrete, and reinforced concrete.
- Advanced life support capability, specializing in crush syndrome and confined space medicine.
- Structural integrity assessments of structures in rescue operations.
- Hazardous materials assessments in rescue operations.
- Heavy equipment operations for rescue efforts.
- Communications within the task force, with the IST, and with the home jurisdiction.
- Resource accountability, maintenance, and equipment procurement.
- Technical documentation.
- Public information.
- Task force management and coordination.

In addition to having the above listed capabilities, task forces are structured to be able to operate under the following guidelines:

- 24-hour operations in two 12-hour shifts.
- Self-sufficiency for 72 hours.
- Report to the POD within 6 hours of activation.
- Cross-trained personnel.
- Standard equipment and training.
- Standard operating procedures.
- Operate under the Incident Command System (ICS).
B. INCIDENT SUPPORT TEAM

The mobilization and use of US&R task forces provides a significant capability for disaster response and mitigation. The FEMA US&R IST provides Federal, State, and local officials with technical assistance in the acquisition and utilization of ESF #9 resources through advice, incident command assistance, management and coordination of US&R task forces, and obtaining ESF #9 logistic support. For further information refer to the IST Operations Manual.

C. OPERATIONAL READINESS EVALUATIONS

In order to ensure the efficiency and operational readiness of each task force, FEMA has developed an Operational Readiness Evaluation Process. This program provides for a thorough on-site inspection of all task force components to determine the general readiness of the task force to respond and operate on the scene of a disaster. The objectives of the process include:

- Provide a uniform method to determine the current operational readiness levels of all task forces participating in the National US&R Response System.
- Identify major strengths and shortfalls in the current and planned system of task force development.
- Develop a fair and objective process that can be conducted by local program management, State officials, FEMA, and sponsoring organizations to determine readiness levels.
- Provide feedback to the respective task force regarding the strengths and weaknesses for inclusion into a plan of action for further development and improvement.

Periodically, a cadre of peer evaluators from other task forces will make an on-site visit to each task force’s sponsoring agency. The cadre will compare team equipment with the approved cache list, as well as review legal agreements, administrative documentation, financial records, personnel qualifications, and task force training records. The results of the evaluation are submitted to FEMA Headquarters as part of the task force’s permanent record and used to determine if the task force is operationally certified for a mission assignment.

D. SEARCH CANINE READINESS EVALUATIONS

In addition to the full task force evaluations, an in-depth evaluation process has been developed to validate the task force search ability. This has been accomplished by providing uniform methods to determine the current operational readiness levels of all canine search specialists and dogs. This process also provides a method to identify major strengths and shortfalls for the Canine Search Specialists.
Under this system, the evaluation process is divided into two parts. The first is a Type I Disaster Dog (Advanced) and the second is the Type II Disaster Dog (Basic). A cadre of evaluators certified by FEMA as Type I and II perform the different levels of evaluations. This dynamic process allows task forces to deploy to disaster sites with canines that possess the same level of training and ability to search.
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III. URBAN SEARCH AND RESCUE SYSTEM IMPLEMENTATION

A. FEMA TASK FORCE REQUESTS

There are several stages concerning a formal Federal assistance request. When an incident occurs, local and State resources are utilized first. If the incident exceeds their capabilities, the Governor may request Federal resources from the FEMA Regional Director who forwards the request to the Director of FEMA. If the incident is of catastrophic proportions, the President of the United States may declare the incident a Federal Disaster and appoint a Federal Coordinating Officer (FCO) who will set up a DFO near the incident. An ERT will respond to the incident with representatives from all 12 ESFs. The ESFs will support the State and local responders with Federal resources until the incident is mitigated.

Within this framework, formal requests for US&R task forces will occur through the State emergency management agency and/or the DFO. The State officer responsible for US&R will receive the request for assistance from the local jurisdiction. If the State cannot provide assistance from in-state resources, it may elect to request Federal assistance. This request is sent by the State representative to the Federal ESF #9 Group at the DFO or the ERT if the DFO is not established. The initial information is passed to FEMA Headquarters who simultaneously alerts the USPHS and the Department of Defense (DoD) for aircraft resources. FEMA then notifies the State emergency management agency of the states from which the task forces will respond. The states and/or FEMA alert and activate the task forces. At the same time, FEMA will activate an IST to respond to the incident State to support the US&R effort at the Federal, State, and local levels.

In the absence of a State request during a significant event, FEMA may elect to move Federal assets to a military site near the impacted area in anticipation of a formal request being received.

B. NOTIFICATION PROCEDURES

Upon notification from the disaster affected State, the National Emergency Coordination Center (NECC) notifies the US&R Program Manager and FEMA Headquarters operations staff. The program staff consults with the EST Director or Operations and Plans Division Director (if the EST is not operational) and sends out advisories, alerts, or activation orders as necessary. The EST advises regional and State Points of Contact (POCs) of actions taken.

Once the situation has been assessed, FEMA will decide whether to implement the ESF #9 function. FEMA will identify the task forces to be activated. Alerts and activation's are issued to the appropriate sponsoring agency of the task forces selected for deployment, first verbally, then followed by a written document with the effective date and time of the verbal notification. Included in the notification will be the initial situation report, where the task force will report, and any other pertinent information. It is the sponsoring jurisdiction’s responsibility to inform ESF #9 at the EST of any restrictions regarding
task force availability. When appropriate, it will be the EST’s responsibility to cancel any alerts or activations after receiving direction from FEMA. In the case of US&R notification and activation, the NECC will serve as a backup to the US&R Program Manager and the ESF #9 staff.

Concurrent with the selection of the task forces to be activated, the FEMA US&R Program Office will coordinate air transportation requirements with ESF #1 and the Directorate of Military Support (DOMS). DOMS will provide information on the movement of military air transport assets to the task forces’ identified PODs.

C. NATIONAL TASK FORCE ROTATION SYSTEM

In order for all operational task forces to be equitably considered, FEMA developed the National Task Force Rotation Schedule. The rotational schedule enables task forces to know when they are most likely to be activated during a major event.

The rotation schedule is based upon a monthly calendar rotation, and divides the task forces into three regions: A, B, and C. Each task force rotates monthly within their region from first-due for response through ninth-due.

Following an incident that requires US&R assets, FEMA will initially activate the number of task forces it deems necessary for the incident. The three geographically closest operational task forces outside the affected State will be utilized first. Task forces within the affected State are deemed to be State resources by FEMA. After the first three, FEMA will utilize the rotation schedule, using the first-due task force from the incident region, then the first-due task forces in the other two regions and continuing through each region until the incident is mitigated or all task forces have been used. FEMA has the discretionary authority to deviate from the rotation schedule.

D. NOTIFICATIONS

1. Advisory Notice

Upon the occurrence of a significant disaster event or an impending event, FEMA may issue an Advisory Notice to all US&R task forces. This advisory will be issued from the US&R Program Office or the EST to the State emergency management agencies and to the sponsoring agencies. The NECC may be used as a backup communication system for the notifications.

All appropriate information related to the event is listed in Figure III-1, and will be provided, as it becomes known. The advisory is for informational purposes only and does not constitute a directive to begin any mobilization activities, or incur any expense.

Advisory Notices may also be issued periodically during an incident to inform all task forces in the National System of any mission information updates.

2. Alert Notice

If US&R resources have a probability of being requested within the next 24 hours, FEMA may issue an Alert Notice. The State and sponsoring agency of the task force
being placed on alert must determine if the task force can be released for Federal service.

All appropriate information related to the event is listed in Figure III-1, and will be provided, as it becomes known.

The Alert Notice will authorize a specific amount of funds for administrative expenses for the sponsoring agency to begin planning and bringing together those personnel who are required to prepare for a task force activation. The Alert Notice may be verbal followed by written confirmation, normally within 12 hours.

3. **Activation Order**

If a disaster will require US&R resources, the US&R Program Office will select task forces to be activated. They will contact the sponsoring agency and the State to determine the availability of the task force, if not already alerted for Federal service. The task force in conjunction with the State, may decline the mission if in their opinion there is a potential need for the task force in the State or home jurisdiction. Once the task force accepts the mission, the US&R Program Office or the EST will issue an Activation Order. This will probably be done verbally to the State emergency management agency and sponsoring agency followed by written document that indicates the time of activation. The State may elect to have FEMA provide the Activation Order directly to the sponsoring agency.

All appropriate information related to the event is listed in Figure III-1, and will be provided, as it becomes known.

Sponsoring agencies accepting the mission are expected to field all necessary personnel, equipment, and supplies; and report to their designated POD within six hours of the Activation Order. The POD will usually be a designated military or civilian airport. From activation until arrival at the POA/Mob Center, the task force will be under the control of and will provide regular situation reports to the EST in Washington, DC.

FEMA will also activate and deploy an IST to the incident location in order for the supporting elements to be in place prior to task force arrival.

4. **Demobilization Order**

If an Alert Notice has been issued, and subsequent information indicates that mobilization of the task force is not warranted, the US&R Program Office or the EST will issue a written Demobilization Order to the State and the sponsoring agency. FEMA will provide related information regarding the reason for the Demobilization Order.

After an activation, a demobilization of the task force may occur at any time during the mobilization process, as determined by the US&R Program Office. A written Demobilization Order will be issued to the State emergency management agency and the sponsoring agency. The order will include the official stand-down time, the permitted administrative hours, personnel rehabilitation period, cache rehabilitation period, and other information deemed necessary by FEMA. Upon demobilization, the IST in conjunction with the DFO or the EST, will arrange all transportation requirements. After
departure from the mobilization center, a demobilized task force will be under the control of and will provide regular situation reports to the EST in Washington, DC until arrival at its home jurisdiction.

Authorized expenses incurred by the sponsoring agency related to activation activities will be reimbursed by FEMA as outlined in Section IX – Post-Mission Activities.

<table>
<thead>
<tr>
<th>Advisory/Alert</th>
<th>Activation</th>
<th>Demobilization</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Type of event&lt;br&gt;• Location&lt;br&gt;• Magnitude&lt;br&gt;• Weather conditions&lt;br&gt;• Current situation</td>
<td>• Type of event&lt;br&gt;• Location&lt;br&gt;• Magnitude&lt;br&gt;• Weather conditions&lt;br&gt;• Current situation&lt;br&gt;• Damage assessment&lt;br&gt;• Determining fund levels&lt;br&gt;• POD&lt;br&gt;• Projected time of lift off&lt;br&gt;• Aircraft information (size/type)&lt;br&gt;• Contact person (call back)&lt;br&gt;• POA&lt;br&gt;• Task force radio frequencies&lt;br&gt;• Mobilization center location&lt;br&gt;• Other resources activated&lt;br&gt;• Anticipated length of mission&lt;br&gt;• Time of official activation&lt;br&gt;• Person initiating activation&lt;br&gt;• Identify tracking and contact procedures</td>
<td>• Reason for demobilization&lt;br&gt;• Person initiating demobilization&lt;br&gt;• Time of demobilization&lt;br&gt;• Reimbursement information&lt;br&gt;• Personnel and equipment rehabilitation allowances</td>
</tr>
</tbody>
</table>

FIGURE III-1: Information Requirements for Advisory, Alert, Activation, and Demobilization

E. AGENCY RESPONSIBILITIES

1. Federal Emergency Management Agency

a. FEMA Headquarters

The FRP designates FEMA as the primary Federal agency responsible for US&R. FEMA will staff ESF #9 – US&R of the FRP.

To accomplish this mission, FEMA will:

- Maintain a national US&R capability.
- Administer the US&R program.
- Provide technical assistance on the implementation of the FRP.
- Provide overall management of US&R operations.
- Provide supplemental logistical support to US&R assets while deployed.
- Develop situation and After-Action Reports.
- Maintain an ESF #9 response plan, along with involved support agencies.
- Maintain an inventory of US&R assets.
- Provide for functional training and exercises within the US&R program.
- Maintain a roster of trained IST personnel.
In addition, FEMA is responsible for coordinating all international US&R assistance. FEMA will also manage public information dissemination and congressional liaison related to all ESFs. FEMA will reimburse all supporting agencies for appropriate expenses related to ESF #9.

b. FEMA Regional Offices

During the early stage of a disaster, the FEMA regional US&R POC will channel information to FEMA Headquarters and affected States' emergency operations centers. Once the Regional Operations Center (ROC) has been established, and until the IST is functional and/or an ESF #9 representative is in place at the State Emergency Operations Center (EOC), the ROC will coordinate the affected States' requests for US&R assistance with FEMA Headquarters. A FEMA representative from the regional office may assist the ESF #9 Group at the DFO as the FEMA support representative. In the absence of the ROC or DFO, the ESF #9 representative on the IST will act as the ESF #9 Group on the ERT.

c. Supporting Federal Agencies

The agencies in the following figure provide support to FEMA in its conduct of Federal US&R operations:

![Emergency Support Function #9 Urban Search and Rescue Diagram](image)

2. States

a. Affected States

The State affected by a disaster is responsible for conducting damage and needs assessments and for making all requests for Federal US&R assistance through ESF #9 at the State emergency operations center or the DFO. The State will also provide ESF #9 representatives to operate out of the ESF #9 Group at the DFO with the responsibility of coordinating all US&R requests and activities with their Federal
counterparts. The State sets priorities for allocating all US&R resources (Federal, State, and local) within the disaster area of their State in consultation with the local IC. If the local jurisdiction is incapable of providing a viable incident command structure to manage the overall incident, the State has the responsibility to ensure that a capable ICS management team is in place.

b. **Responding States**

The State emergency management agency of the FEMA sponsored US&R task force is expected to maintain 24-hour alert capability and to implement FEMA's alert and activation procedure for the task forces, when requested by FEMA. In the event the State is also the sponsoring agency, that State will be responsible for the activities outlined in paragraph 3b, Sponsoring Agency.

3. **Jurisdictions**

a. **Affected Jurisdiction**

The affected jurisdiction is responsible for the management of the incident. This includes the following activities:

- Conducting initial damage and needs assessments.
- Assessing and assigning local US&R resources.
- Identifying US&R shortfalls.
- Requesting assistance.
- Contacting the State ESF #9 representative to request additional State or Federal assets.
- Establishing operational priorities.
- Providing a POC, situation briefings, and assignments for all incoming FEMA-sponsored US&R task forces.
- Ensuring adequate communications between FEMA US&R assets and the local Incident Command Post (ICP).

The affected jurisdiction along with the IST will provide continuous needs assessments, indicating if additional resources will be needed. Additionally they will report on US&R work accomplishments and determine if task forces are to be reassigned within the jurisdiction or released.
b. Sponsoring Agency

The sponsoring agency will recruit and organize a task force, filling the positions according to guidelines prescribed in the FEMA National US&R Response System Task Force Description Manual. It will register and qualify all medical personnel on the task force through the USPHS as a specialized Disaster Medical Assistance Team (DMAT). The sponsoring agency will provide training to upgrade, develop, and renew skills as needed, to maintain qualifications for each position on the task force. They are also responsible for developing, practicing, and implementing an internal call-out system for team members, and for managing the financial, administrative, reporting, and personnel issues related to task force maintenance. They are also responsible for ensuring that changes in the status of the task force readiness level is reported to FEMA Headquarters. The sponsoring agency will also perform all administrative functions as required and submit to periodic operational readiness inspections.

When authorized by FEMA, the sponsoring agency will activate the task force and ensure that all personnel and equipment are at the designated POD within the prescribed time frame. Personnel assigned to the task force and their replacements will be compensated in accordance with the terms outlined in the MOA. They will also ensure that all appropriate reports and claims for replacing or rehabilitating equipment are submitted to FEMA within the time limits set forth in Chapter IX – Post Mission Activities. The sponsoring agency is responsible for providing incident stress management debriefings for all task force members deployed to an incident.

F. TASK FORCE ALLOCATION

1. Initial Task Force Assignments

When an incident occurs that may require US&R task forces, FEMA will review criteria such as type and magnitude of the incident, type of mitigation assistance requested, and deployment guidelines. These criteria will be used to determine how many task forces should be activated for the event. FEMA will then determine the appropriate task forces to activate based on geographic location of available task forces, the rotation system, task force levels of readiness, individual task force transport requirements, and availability of transport aircraft. The capabilities of the available mobilization centers may influence the assignment of specific task forces.

Once the task forces are activated and accept a mission, a POD will be identified for appropriate air transportation. This POD will probably be pre-designated by DoD. One or more mobilization centers may be identified near the affected areas. These may be military or civilian airports.

Should only one State be affected, the FEMA ESF #9 representative in the DFO will coordinate with the State emergency management officials to determine which task forces should be assigned to affected localities. Normally, task forces in the affected State are considered State assets and not Federalized by FEMA.

Prior to the establishment of a DFO, if more than one State is impacted, the division of task force assets between the affected States will be determined by FEMA's EST and
III-8

the IST, based upon the needs assessment and priorities of the incident. FEMA will coordinate with each State to determine where the task should be sent.

After the allocation of task forces is determined, FEMA will decide which task forces will be assigned to each mobilization center and will establish appropriate transportation for each. Transportation will be coordinated through the IST and the task force will be moved to its designated location. Once the task force arrives at the affected location, the task force falls under the management of the IST who reports to the local jurisdiction’s IC or representative. The task force receives a strategic assignment through the IST and begins operations under the ICS. Refer to Chapter VII – On-Site Operations.

2. Task Force Reassignments

Activated task forces are a Federal resource, under the ultimate direction of FEMA, as established in the FRP. Should it be determined that one or more initial task force assignments must be changed, the task forces shall be reassigned. This determination will be made by the ESF #9 representative on the IST, in conjunction with the ERT State emergency management officials. The length of the initial operation of each task force and its ability to sustain continued operation would dictate whether the task force could be reassigned.

If a local IC determines that the services of an assigned task force are no longer needed, the ESF #9 representative will make a determination of possible reassignment of the task force on the IST.

3. Demobilization of Task Forces

Once a task force has completed its mission, and no reassignment is warranted, or is unable to continue operations, the task force will be demobilized.

This information will be communicated to the local IC through the IST and forwarded by the IST to the ESF #9 Group at the DFO. The DFO, in conjunction with the State emergency management officials, will initiate a written Demobilization Order for the task force through the IST and the EST in Washington, DC. Refer to Chapter VIII – Task Force Reassignment/Demobilization.

G. PROCEDURES FOR ACCEPTING INTERNATIONAL US&R ASSISTANCE

The possibility exists that during a major catastrophic disaster, foreign US&R teams may be needed to supplement national capabilities. The United Nation’s Office for the Coordination of Humanitarian Affairs (OCHA) has developed protocols for accepting foreign US&R task forces. The United States, as a signatory, will abide by the protocols described in OCHA’s International Search and Rescue Advisory Committee guidelines.

1. Operational Procedures for International Requests

Once the State requests US&R assets beyond what the Federal government can provide from domestic resources and FEMA has determined that foreign US&R teams
are required, FEMA will request assistance through the AID Office of Foreign Disaster Assistance (OFDA). An assessment will be made to determine the appropriate number of teams available that best meet the requirements of the identified US&R mission.

2. **Integration of International Teams**

The OFDA will coordinate the arrival and integration of foreign US&R teams with FEMA. This will include the notification of the designated mobilization center of international team arrivals, assignment of interpreters, and special logistical requirements, such as fuel, compressed gases, etc. International teams will be assigned to local jurisdictions under the direction of FEMA. When assigned to a local jurisdiction, they will report to, and work under the direction of, the local IC through the IST.

3. **General Considerations**

FEMA and OFDA will debrief the international teams prior to their demobilization and departure. FEMA, in conjunction with OFDA, will be responsible for preparing an After-Action Report for OCHA on the accomplishments, difficulties, and suitability of the international response. OFDA will be charged with compensating the foreign teams for expenses incurred on the mission.
IV. TASK FORCE MOBILIZATION

A. TASK FORCE TRANSPORTATION REQUIREMENTS

Arranging transportation for all activated task forces will normally be the responsibility of FEMA (Figure IV-1). The Department of Transportation (DOT), is the supporting agency for transportation; however, DoD has been the primary provider of air transport because of its airlift capability. Civilian carriers may provide air transportation, but their capability is limited and their rules restrictive. Moving via a civilian carrier also requires task forces to reconfigure pallets for loading. Two aircraft (one aircraft for personnel and one for cargo and equipment) are normally required to move a task force due to commercial aircraft regulations concerning hazardous cargo.

FIGURE IV-1: Mobilization and Response Procedures

Each US&R Task Force (TF) is resident in FEMA’s National Time-Phased Force Deployment List (TPFDL) database. The descriptive data, Time-Phased Force Deployment Data (TPFDD), for each task force has been entered into the system. The data includes task force name, geographical location, preferred military and civilian departure airfields, number of passengers and canines, and tons of cargo. The

IV-1
information includes notes that indicate task forces are carrying hazardous cargo and are authorized to transport canines, uncaged. A Unit Line Number (ULN), an alphanumeric code, identifies each task force under FEMA’s Program Identification Number (294PJ). ULNs for each task force are as follows:

<table>
<thead>
<tr>
<th>Unit Line Number (ULN)</th>
<th>Unit Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>PWSR 01</td>
<td>Arizona TF 01/Phoenix</td>
</tr>
<tr>
<td>PWSR 02</td>
<td>California TF 01/Los Angeles City</td>
</tr>
<tr>
<td>PWSR 03</td>
<td>California TF 02/Los Angeles County</td>
</tr>
<tr>
<td>PWSR 04</td>
<td>California TF 03/Los Menlo Park</td>
</tr>
<tr>
<td>PWSR 05</td>
<td>California TF 04/Oakland</td>
</tr>
<tr>
<td>PWSR 06</td>
<td>California TF 05/Los Orange County</td>
</tr>
<tr>
<td>PWSR 07</td>
<td>California TF 06/Riverside</td>
</tr>
<tr>
<td>PWSR 08</td>
<td>California TF 07/Sacramento</td>
</tr>
<tr>
<td>PWSR 09</td>
<td>California TF 08/San Diego Fire Dept.</td>
</tr>
<tr>
<td>PWSR 10</td>
<td>Colorado TF 01/State of Colorado</td>
</tr>
<tr>
<td>PWSR 11</td>
<td>Florida TF 01/Metro-Dade Fire Dept.</td>
</tr>
<tr>
<td>PWSR 12</td>
<td>Florida TF 02/City of Miami Fire Dept.</td>
</tr>
<tr>
<td>PWSR 13</td>
<td>Indiana TF 01/Marion County Fire Dept.</td>
</tr>
<tr>
<td>PWSR 14</td>
<td>Maryland TF 01/Montgomery County Fire Dept.</td>
</tr>
<tr>
<td>PWSR 15</td>
<td>Massachusetts TF 01/City of Beverly</td>
</tr>
<tr>
<td>PWSR 16</td>
<td>Nebraska TF 01/City of Lincoln</td>
</tr>
<tr>
<td>PWSR 17</td>
<td>Nevada TF 01/Clark County</td>
</tr>
<tr>
<td>PWSR 18</td>
<td>New Mexico TF 01/State of New Mexico</td>
</tr>
<tr>
<td>PWSR 19</td>
<td>New York TF 01/New York City OEM</td>
</tr>
<tr>
<td>PWSR 20</td>
<td>Tennessee TF 01/Memphis Fire Dept.</td>
</tr>
<tr>
<td>PWSR 22</td>
<td>Pennsylvania TF 01/Commonwealth of Pennsylvania</td>
</tr>
<tr>
<td>PWSR 23</td>
<td>Utah TF 01/State of Utah</td>
</tr>
<tr>
<td>PWSR 24</td>
<td>Virginia TF 01/Fairfax County Fire &amp; Rescue</td>
</tr>
<tr>
<td>PWSR 25</td>
<td>Virginia TF 02/Virginia Beach Fire</td>
</tr>
<tr>
<td>PWSR 26</td>
<td>Washington TF 01/Puget Sound</td>
</tr>
<tr>
<td>PWSR 27</td>
<td>Missouri TF 01/Boone County</td>
</tr>
<tr>
<td>PWSR 28</td>
<td>Ohio TF 01/Miami Valley</td>
</tr>
</tbody>
</table>

**FIGURE IV-2: Unit Line Numbers**

Other information essential to the task force’s deployment such as TF POC and telephone number, ready to load date and time, available to load date and time (ALD), earliest and latest arrival date and time (EAD/LAD), and required delivery date (RDD) are provided by ESF #9 to the Movement Coordination Center (MCC) when a request for deployment is submitted. The MCC is located in the EST and includes representatives from ESF #1, DoD, DOT, and FEMA.

Some task forces may be transported by ground because of their proximity to the event, inclement weather, or lack of available aircraft. Deployments to incident sites under 500
miles will normally be by ground transportation. This contingency should be prearranged and negotiated in advance.

Transportation to the mobilization center and to the work site is the responsibility of the IST. If the IST is not operational, the responsibility will fall to ESF #9 at the region level or the EST in Washington, DC.

B. TASK FORCE MOBILIZATION GUIDELINES

1. Departure Time Frames

Upon activation the task force will arrive at the POD within six hours (Figure IV-1). Within this time period, it is expected that the agency sponsoring a task force will:

- Assess the level of readiness of the task force.
- Receive approval from government officials to mobilize.
- Assemble task force personnel at POD.
- Assemble all elements of the task force equipment cache at POD.

It is important that sponsoring agencies attempt to meet the target time frame for departure. The inability of a jurisdiction to mobilize its task force within the six-hour time frame could preclude their being considered for mobilization.

2. Personnel and Equipment

All aspects of the task force mobilization must be well planned and exercised in order to accomplish such a large undertaking in a short period of time. Task force personnel should have all necessary personal items ready for deployment. All necessary equipment, tools, and supplies that support the task force should either be cached separately, or the locations of any separate items must be known and a process established to quickly assemble all of them. Load plans should be in place that document where specific items are placed on military aircraft pallets, with pallet weights and cubic feet already calculated. Additionally, load plans for ground transport should be in a place that shows similar placement of cache items on over-the-road trucks.

A predetermined call-out system must be developed to notify the necessary personnel required to field the 62-person task force. A call-down tree or a universal paging system may accomplish this. Virtually all agencies sponsoring a task force will use people who are not directly employed by the agency to fill some positions within the task force. These associated personnel must have agreements in place with their respective employers to allow them to leave with little notice for a mission deployment of up to 10 days. The local travel distances of the task force personnel, either to the sponsoring agency assembly point or the task force's assigned POD, must meet the 6-hour POD time frame.

Specific procedures must be set up to procure specialized cache items, such as water, controlled medical drugs, batteries, etc. These procedures must work 24 hours a day, seven days a week.
Cache loading plans must reflect priority loading and unloading of equipment necessary to allow effective task force operations. This may include modular deployment, reconnaissance, or advance teams. At the assembly point, the task force must establish a system to process personnel for the mission to include: gear inspection and weighing, medical screening, personal information checks, and equipment issue. The medical screening includes criteria specified by FEMA for the task force physicians to recommend personnel deployable or non-deployable.

3. Establishing Points of Contact

State emergency management agencies and sponsoring agencies must determine separate POCs for receiving US&R task force Advisories, Alert Notices, or Activation Orders. This must be determined in advance and be functional any time, day or night. Most agencies and jurisdictions have emergency dispatch centers that should work well for this purpose. A directory of contacts should be established at the local, State, and Federal levels to ensure timely notifications.

Sponsoring agencies should establish a predetermined routing of Alert and Activation Notices from their POC to the official capable of approving the acceptance of activation. Persons receiving the Alert Notice or Activation Orders from FEMA must request a POC name and telephone number. It is imperative that a definite acceptance or denial of a mission assignment be communicated to FEMA within one hour.

4. Task Force Briefing

After accepting a mission, the sponsoring agency should assemble all necessary personnel either at an assembly point or at the assigned POD. It is imperative that a formal task force briefing be provided to all team members. This briefing should include:

- Task force organizational structure.
- Chain-of-command.
- Latest event information.
- Environmental conditions.
- Media issues and procedures.
- Safety issues.
- Communications procedures.
- Other information provided by specific task force specialists.
- Code of conduct.
- Transportation mode, estimated departure time, POA, etc.

In addition, task force supervisory personnel should brief their subordinates about their expectations, distribute and review task force operational checklists, review the readiness of task force personnel for mission operations, check inoculation records, etc.

C. POINT OF DEPARTURE ACTIVITIES

DoD has established a military POD for each task force. The POD is usually an airport or air base in close proximity to the agency sponsoring a task force.
1. Identifying Appropriate Contacts

Procedures for contact with appropriate air officials at the POD should be established prior to any actual mobilization. When a task force accepts an Activation Order, it should immediately apprise the appropriate officials at the POD, advising them of the activation. It is important that names and telephone numbers be made available to both airport personnel and the sponsoring agency in order to ensure the accurate flow of information. The two types of PODs will usually be:

a. Military Air Base

The on-duty air base operations officer will usually be the appropriate POC for military air bases. Issues regarding security, air base access, cargo handling areas, task force assembly areas, radio frequencies, etc.

b. Civilian Airports

The airport manager will usually be the appropriate POC for civilian airports. In addition, airport police or fire personnel may prove beneficial during a mobilization. Issues such as airport and hanger access, cargo handling areas, security, task force assembly areas, etc., may be provided by these agencies. The sponsoring jurisdictions must ensure that periodic follow-up contacts are made to keep the POCs current.

2. Aircraft Loading Procedures

The on-loading of all task force personnel and equipment is a complex operation. It is imperative that task force personnel coordinate closely with military loadmasters to ensure that all elements are well organized, properly packaged and labeled, prioritized, loaded, and secured.

Certain cache items are hazardous materials, such as fuels, oxygen, compressed air, etc. These items must be identified to the loadmaster or cargo handlers. The loadmaster or cargo handlers will determine the proper placement of these items in the cargo bay. In addition, a manifest of personnel will be generated (DoD Form AMC-117). FEMA will either train or make training available to task force Logistics Specialists in air transportation. Cache items will be reviewed and pre-certified in order to expedite the loading process. Refer to Appendix G – Cache Packaging and Shipping Requirements.

3. Load Estimation/Limitations

A US&R task force is comprised of 62 persons. The following guides are in effect to control the total TF weight to be transported.

- Team member - 185 lb. (average for estimation purposes)
- Personal gear (carry-on) - 65 lb. (strict limit)
- Canines and support - 100 lb. (average for estimation purposes).
4. Canine Transport

Canines transported as part of a task force shall be in the aircraft cabin with their handlers. Due to the docile nature of the trained canine, coupled with the need for the handler to care for and maintain the proper attitude of the dog, they should never be transported in cages (refer to the DoD letter of authorization for uncaged canine in the FEMA US&R Task Force Description Manual – Forms and Reports Section and the Records and Reports Section of the US&R FOG).
V. ARRIVAL AT THE MOBILIZATION CENTER

A. ESTABLISHMENT OF A MOBILIZATION CENTER

1. Set Up/Activation Responsibilities

Emergency Support Function #7, General Services Administration (GSA), and the FEMA regional office, in support of the State emergency management agency, is tasked in the FRP with pre-selecting potential mobilization centers, where possible. This may occur in earthquake and hurricane high-risk areas.

After the disaster has occurred, GSA and others will determine the feasibility and usability of the pre-selected facilities. If the facility is determined usable and safe, ESF #7 will set up the facility and will identify and assign areas within the center for incoming assets. GSA may choose to use the USFS and other supporting agencies to administer the facility. US&R task forces should have an administrative area and a billeting area designated for their use. If buildings are not available, task forces will have to use tents from their cache for billeting.

If the task force is to be directed to the mobilization centers, the IST Transportation Unit Leader will arrange transportation from the POA to this site. It may be determined that the POA will also serve as the mobilization center.

In some cases, the military may designate an installation of any Service or Defense Agency to provide the Defense Coordinating Officer (DCO) and integrated resource support for the DoD response effort. This is known in the military as a Base Support Installation (BSI). This installation is normally located outside of, but within a relative proximity to, the disaster area. In addition to support in the form of technically qualified personnel, essential equipment and procurement support, the BSI may serve as a staging or mobilization area. US&R personnel encountering the term BSI during a mission response should look upon it as the same as a mobilization center.

2. Administrative Support

An IST POA/Mob Center Specialist will be assigned to the mobilization center to facilitate any administrative needs of the task force. This may include arranging for billeting, sanitation, and feeding, as well as providing briefings/debriefings, maps, communications, transportation requirements, and a system for resupply, as needed.

B. TASK FORCE RECEPTION/SUPPORT

1. Mobilization Center

Upon arrival, the Task Force Leader (TFL) of each task force must establish contact with the IST POA/Mob Center Specialist. The TFL must contact the EST upon their arrival either directly or through the IST. A coordination center will be established to coordinate all aspects of the mobilization center operation. The TFL should identify the
location of the coordination center and report to the IST representative for instructions. If the TFL is unable to locate the appropriate IST representative (who may not have yet arrived), they should report to the mobilization center manager for further instructions. At a minimum, the following information should be identified from the IST representative or the center manager:

- Location of the IST.
- Local officials to whom the TFL should report.
- Assigned jurisdiction/work site for the task force.
- Incident briefing/situation report.
- Mobilization center food, water, rest rooms, support facilities.
- Transportation requirements.
- Availability of maps for assigned jurisdiction.
- Availability of medical treatment, if any.

It is understood that once the task force arrives at its assigned jurisdiction, the TFL falls under the supervision of the local IC through the IST within the parameters of the ICS. In addition, the TFL will route all task force logistical support requests to the IST. The IST will determine, in conjunction with the local jurisdiction, what resupply can be obtained locally and what items must be requested through FEMA, US&R (ESF #9). Task forces will not order equipment or resupply items on their own. The IST is responsible for routing resource requests and reporting the task force’s situation status to ESF #9 at the EST or DFO, if it is operational.

2. Task Force Briefing

Once the TFL has received all necessary information, a task force briefing should be conducted to apprise personnel of important information. This should include the following:

- Assigned jurisdiction/work site for the task force.
- Incident briefing/situation report.
- Mobilization center food, water, rest room, support facilities.
- Transportation issues and time frames.
- Equipment off loading/security.
- Issuing of maps (if available).
- Introduction of the IST POA/Mob Center Specialist or other POA POCs.

3. Mobilization Center Support Facilities

As required, the IST POA/Mob Center Specialist will act as the POC with the support facilities at the mobilization centers receiving US&R task forces. Federal agencies will provide logistical support for the preparation and distribution of food and drinks, sanitation and rest room facilities, shelter, etc., if not already available on site. The degree to which these needs will be supported will depend upon many variables, including available resources and the number of disaster mitigation resources being routed through the mobilization center, etc.
At a minimum, a TFL should ensure that the immediate needs of team personnel and canines are addressed. In most cases, a task force should remain in a mobilization center for a relatively short time. This will depend on variables, such as available personnel and equipment for cache movement, available ground or air transportation to the assigned work site, weather conditions, etc. It would be rare that a task force remains for an extended period in the mobilization center and requires longer-term shelter and sleeping accommodations. The TFL and IST will address these issues, as needed.

Most large-scale disasters will require the mobilization center to remain in operation for an extended time period as various disaster mitigation and restoration resources respond to the affected areas. The TFL should consider that the task force would most likely demobilize and return through the mobilization center at the conclusion of a mission assignment. In addition, the mobilization center may play a part in ongoing operations such as serving as an intermediate point for the removal of an injured task force member or the support of other disaster response agencies (i.e., ESF #8 Medical, ESF #10 Hazardous Materials, ESF #4 Firefighting, etc.).

C. TASK FORCE DEPLOYMENT

It is imperative that the determination of the locality to which each task force is to be assigned be made as quickly as possible. These decisions will be made by the appropriate State emergency management officials of the affected states, in conjunction with the IST or appropriate ESF #9 officials at the DFO (refer to Chapter III. F. 1. – Initial Task Force Assignments, for a more complete discussion).

The immediate concern of the POA/Mob Center Specialist is to forward these specific task force assignments as soon as possible; address the transfer and movement of all personnel, canine, and equipment cache items; establish the necessary transportation requirements; and deploy the task force into the affected locality, as quickly as possible. It is most desirable that the task forces move through the mobilization center directly to their assigned locality/work site.

Task forces departing the mobilization center will be transported to the assigned locality as identified by the IST. While it is most desirable to move the task forces directly to their assigned locality/work site, it may in some cases, first be necessary to route the task forces through a staging area.
VI. STAGING AREA/INCIDENT ASSIGNMENT

A. STAGING AREAS

A task force may be required to move through a staging area enroute to its assignment, due to a change in the mode of transportation (i.e., from aircraft to ground transportation, or vice versa) or other logistical reasons. The IST, in conjunction with the DFO, will determine these issues. The movement of a task force through an intermediate staging area should be conducted in as short a period of time as possible.

B. ON-SITE ASSIGNMENT

The TFL must establish contact with the IST as soon as possible. The following information should be exchanged with the TFL, the IST, and the local IC:

- Reporting requirements (type/location/frequency/position).
- Task force objectives.
- Location of work assignment.
- Location or potential location of task force Base of Operations (BoO).
- Current situation report.
- Tactical assignment.
- Personnel/cache movement requirements.
- On-site transportation requirements.
- Communications plan.
- Shelter and support facilities, if any.
- Availability of maps.
- Medical protocols and victim transfer procedures.
- Availability of local heavy equipment (cranes, bulldozers, etc.).
- Logistical resupply procedures.
- Security.
- Political, environmental, or other special concerns.

A task force briefing should be conducted as soon as possible to apprise all personnel of the issues listed above. In addition, the TFL and the task force Logistics Specialists must coordinate the transfer, inventory, and security of all personal and cache items to the location where the task force BoO will be established.
FIGURE VI-1: Typical On-Site Command Structure
VII. ON-SITE OPERATIONS

Upon arrival at the assigned work site, it is important for a task force to begin its search and rescue operations as soon as possible. The following issues must be considered. The listed order does not necessarily denote the chronological order. With respect to the number of personnel assigned to each task force, it is possible that some of these issues be handled simultaneously. For example, once the task force has identified a site, the personnel could be split up to begin BoO and cache set-up while the other members begin search and rescue operations. Refer also to Appendix A – Task Force Management and Coordination.

A. BASE OF OPERATIONS

The selection of a BoO is one of the most important determinations made during a deployment. The specific location may be predetermined by the local jurisdiction or the IST prior to the arrival of the task force. In absence of the IST, the TFL must identify an appropriate site. Regardless of who makes the determination, the following factors should be considered:

- Close proximity to the rescue work sites.
- Useable structures for shelter and cache set-up.
- Safety of useable, adjacent structures.
- Sufficient open, level space.
- Access to transportation routes.
- Safety and security.
- Tranquillity (the facility’s quality to accommodate resting off-duty personnel).
- Environmental considerations.

The IST Leader should consult with the Communications Unit Leader, Logistics Section Chief, and their specialists in assessing these features. Likewise, if the task force is selecting the BoO site, the TFL should consult with the task force Team Managers, Communications Specialists, Safety Officers, and Logistics Specialists at the task force level. Consideration should be given to sending out an advance team to locate a suitable BoO site. Once a BoO has been established, it is difficult to change its location. Refer to Appendix A – Task Force Management and Coordination and Appendix L – Base of Operations Management.

B. EQUIPMENT CACHE MANAGEMENT

The set up and management of the task force equipment cache is an important consideration when choosing a BoO. Once a site selection is made, the following factors must be addressed:

- The equipment cache is large. Regardless of whether existing structures or tents are used to shelter all or part of the cache, an area providing sufficient workroom is required. Prior training and exercise in managing and setting up the cache is required.
The listing of the total equipment cache is subdivided into five separate sections: rescue, medical, technical, communications, and logistics. These sections should be color-coded to denote the subdivision. Refer to Appendix G - Cache Packaging and Shipping Requirements.

All items should be inventoried when the cache is set up to ensure their availability and to identify any items lost or damaged during transit (see Operational Checklist for the Logistics Specialist in the FEMA US&R Task Force Description Manual).

Some tools and equipment require set up, fueling, and a check of operation to ensure readiness.

When setting up the on-site cache in the BoO, task forces should develop a rapid deployment pallet. This is a military pallet loaded with the essential rescue or search and reconnaissance equipment to allow for immediate task force operations. This pallet is designed to be slung from a helicopter and transported quickly to a work site with a small cadre of personnel. It should be designed to allow the accompanying personnel to begin an immediate rescue operation, recon a specific area, or perform another specific function. The rapid deployment pallet should be a maximum of 4,000 lb. and not more than four feet in height to allow for helicopter operations. It should be loaded in priority layers depending on the mission to which it is deployed.

An automated computerized accountability system, with a manual back-up system, should be used for the tracking of all cache items throughout the course of the mission. The tracking system is essential to ensure that scarce cache resources can be located and shared among the task force elements. Refer to Appendix H – Task Force Property Accountability and Resource Tracking System.

C. TASK FORCE CONTROL CENTER

An integral component of the overall task force BoO is the Task Force Control Center (TFCC) which acts as the focal point for all internal task force operations. A central command area should be established for task force supervisory personnel. This location should also incorporate the planning, safety, and communications functions.

The TFCC should be staffed continually throughout the mission. It is imperative that communications channels be monitored for TF communications, IST communications, and communications with the local ICP. Messages from any of these entities must be received, recorded as necessary, and forwarded immediately to the appropriate task force personnel.

As denoted in Appendix I – Task Force Communications Procedures, each task force is identified by a distinct designator based on the two-letter state abbreviation followed by the letters "TF" (for task force) and a number. For example, the first task force
established in the State of Oregon would be designated OR-TF1 in writing and verbalized as "Oregon Task Force One." The TFCC will use the respective designators for radio communications.

D. SHELTER REQUIREMENTS

There are two options for task force shelter. One is to use existing structures. The second is to rely solely on the tents carried in the task force cache. In either case, the following shelter requirements should be addressed:

- TFCC
- Cache shelter (for environmentally sensitive supplies and equipment)
- Personnel sleeping quarters
- Food preparation area
- Medical treatment
- Sanitation facilities
- Canine area.

Should the task force supervisors opt to use existing structures, the structural integrity should be evaluated. It is important to remember that after-shocks should be expected after a significant earthquake. Should the structural integrity and safety prove questionable, the cache tents should be used. However, the sole use of tents is detrimental to personnel and some equipment in weather extremes. In such circumstances, task force supervisory personnel should assess, through the local IC and the IST, the availability of more substantial shelter. If non-residential buildings are used for task force shelter, the IST Facilities Unit Leader or TFL should seek approval and waivers from the local government.

E. TACTICAL ASSIGNMENTS AND OPERATION

The TFL should receive a briefing of the tactical assignment from the IST Operations Section and the local IC as soon as possible. Once determined, the task force supervisory personnel should attempt to begin search and rescue operations as quickly as practical. This may necessitate structure triage teams to perform quick assessments of the assigned area and reconnaissance teams to evaluate each building deemed viable for rescue operations. All information obtained from search and reconnaissance missions should be forwarded to the IST in a timely manner for use in overall incident action planning.

Issues related to BoO set up and cache management need not preclude the beginning of search and rescue operations. Task force staffing should be established to address several actions simultaneously. The Task Force Planning Manager or the Technical Information Specialist must maintain a task force unit log of chronological events. Refer to Appendix A – Task Force Management and Coordination.

As remaining elements begin to arrive at the area identified as the BoO, task force supervisory personnel should meet to determine the short-range strategy. They should determine which initial issues must be addressed, how the task force personnel should
be organized to handle these issues, and identify areas of responsibility for the task force personnel.

A Task Force Action Plan should be developed regarding the duration of the initial work cycle for the total task force prior to implementing work cycles along with other specific objectives for a defined time period. The total task force strength can be used in the initial stages of operation. Depending on a variety of factors, all personnel can be committed to initial operations for an extended period of possibly up to 18 hours before requiring rest and rotation cycles. At that point, the task force would begin alternating in 12-hour cycles, with half the personnel resting and half working. Previous experience has shown that the greatest numbers of survivors are rescued quite early in the incident. The greater the amount of search and rescue resources that can safely be committed early on will positively impact the rate of success of victim location and extrication. Refer to Appendix B – Rescue Operations Strategy and Tactics.

F. TASK FORCE BRIEFINGS

As soon as the task force personnel arrive at the identified area to establish a BoO, a briefing should be conducted for all personnel. After the task force supervisory personnel have had an opportunity to convene, they should outline their strategy and delegate specific responsibility for each issue. This is extremely important in order to ensure that the task force operates as a cohesive unit and that goals are clearly understood by all members. A review of the following issues should be addressed:

- Incident situation reporting.
- Task force objectives.
- Tactical assignments.
- Task force support layout and requirements (BoO).
- Communications plan, frequencies, and radio designations.
- Emergency signaling and evacuation procedures. See Appendix I – Task Force Communications Procedures.
- Medical treatment and evacuation procedures for task force personnel.
- Process for ordering supplies and equipment through IST.
- Incident stress management considerations.
- Shift assignments and rotations.
- Task force security issues.

G. REPORTING REQUIREMENTS

A variety of oral and written reports are necessary during mission operations. The following provides an overview:
1. Incident Action Plan

Task force supervisory personnel must keep the local IC apprised of all aspects of their operation through the IST. The Task Force Action Plan includes the Unit Activity Logs, plans from each functional section, and situation reports. This plan is prepared for each operational period. The type and frequency of routine situation reports should be established as denoted in Chapter VI. B – On-Site Assignment. The IST will develop a comprehensive Incident Action Plan for the entire operation with information from the individual task force plans. Unusual or safety related situation reports should be made immediately to the IST or local ICP. For more information see Appendix M – Task Force Planning.

2. Task Force Support

The task force should be a totally self-sufficient operation for at least 72 hours. However, throughout the course of the mission task force supervisory personnel must make continual assessments of the needs of the task force. Issues related to additional shelter requirements, food and water, and replacement of expendable cache items (batteries, fuel, oxygen, etc.) should be addressed.

Requests for support should be directed to the IST Logistics Section Chief. All resupply will be done through the IST. After the initial emergency procurements, task forces will not individually purchase supplies while on a mission. The IST will determine, in conjunction with the local IC, which resources can be obtained locally and which will be ordered through the ESF #9 Group in the DFO. In general, the local jurisdiction can probably meet the need more quickly, if it is available.

3. Agency-Specific Communications

The TFL should attempt to establish communications back to their home agency to keep them apprised of the task force’s status. The TFL must ensure that all information intended for release to the public, relayed home, or transmitted through a media open to the general public is approved by a representative from FEMA’s Office of Emergency Information and Media Affairs. Special considerations should be made to communicate emergency messages in either direction. Task forces should consider establishing a support system for the spouses and loved ones at home. The purpose of the support system is to address the needs of family members and friends of the deployed task force members. It may include assistance with home repairs, emergency family matters, and dealing with local media.

4. Personnel Injuries

If a member suffers a traumatic injury, it must be reported to the IST as soon as possible. The injured person should be treated and transported to a medical facility if necessary without delay. Form CA-1, Federal Employee’s Notice of Traumatic injury and Claim for Compensation, must be completed by task force management or IST management for an IST person. A FEMA supervisor must complete the second page of
the form. The CA-1 must be filed within 30 days from the date of the injury to ensure continuation of pay coverage.

Refer to agency MOA for claims process.

An occupational disease must be reported to task force or IST management as soon as the person first becomes aware of the condition. Form CA-2, Federal Employee’s Notice of Occupational Disease and Claim for Compensation, must be filed.

All submissions must include original documents completed in their entirety. Documents should be forwarded to:

Employees and Labor Relations Division
Workers Compensation
Federal Emergency Management Agency
500 C Street, SW, Rm. 808
Washington, DC 20472
VIII. TASK FORCE REASSIGNMENT/DEMOBILIZATION

A. REASSIGNMENT CONSIDERATIONS

The issues in this Chapter will deal only with a reassignment that would result in a significant change of location of an operating task force’s BoO. This type of reassignment would be a major undertaking because elements of the task force would have to be completely repacked and transported. The change of assignment of a task force still in transit is considered a diversion and is easier to implement.

FEMA, in conjunction with appropriate State officials, will carefully assess the ability of a task force already established and in operation to accept a tactical reassignment requiring a location change. It is incumbent upon the TFL and task force supervisory personnel to make an assessment of the physical and mental condition of their personnel for continued operation. The following factors, should be considered:

- Duration of operation already undertaken.
- Physical and mental condition of task force personnel.
- Capability of the remaining cache to support continued operation.
- Availability of other task forces to handle the identified assignment.
- Availability of appropriate transportation.

B. REASSIGNMENT/DEMOBILIZATION

The TFL will receive a briefing from the IST regarding any determination of reassignment or demobilization. The following issues, should be addressed:

- Official stand-down time.
- Reason for reassignment or demobilization.
- Transportation requirements.
- Departure itinerary.
- Transfer of expendable cache supplies or equipment, if any, to the local jurisdiction that should be left to support local needs (as approved by FEMA).
- Permitted cache rehabilitation period.
- Permitted personnel rehabilitation period.

The TFL should communicate either reassignment or demobilization orders and related information back to their sponsoring agency. If communication channels are not available to the TFL, the TFL should request this information be transmitted through the IST.
C. EQUIPMENT CACHE MANAGEMENT

All elements of the equipment cache must be inventoried and packaged for transport. Items expended, lost, damaged, or intentionally left for the local jurisdiction must be identified. In some instances, the ESF #9 representative on the IST, with approval from FEMA, may authorize transfer of task force equipment to the local jurisdiction.

D. CESSATION OF BASE OF OPERATIONS

Reasonable efforts should be made to leave the BoO area in the same condition as when the task force arrived. Necessary sanitation precautions must be taken. All trash (especially medical debris) and remnants of food preparation should be burned or bagged in trash bags or approved biohazard waste bags (for medical waste) for future disposal.

E. RETURN TO THE MOBILIZATION CENTER

1. Rest and Rehabilitation

Upon return to the mobilization center, the TFL, through the IST POA/Mob Center Specialist will attempt to find quarters for all task force personnel to provide rest and rehabilitation time. Personnel should be afforded a shower and change of clothes prior to their return to the original POD.

2. Equipment Review

At the mobilization center, the TFL should schedule time and an appropriate area for a review and general inventory of the cache. This inventory should not only account for the tracking and movement of the cache from the incident site to the mobilization center, but also provide a mechanism for collecting information on damaged and missing equipment. This information should be captured in written form for the After-Action Report.

3. Equipment On-Loading

The equipment cache review should assist the Logistics Specialist with managing the loading of the cache onto the aircraft. All issues related to the original loading at the beginning of the mission must be addressed for the return flight. Coordination between the task force Logistics Specialist and the military loadmaster is essential. Copies of all documentation should be retained for the After-Action Report.

4. Task Force Debriefing

The TFL should ensure that a task force debriefing is conducted prior to leaving the mobilization center while the focus is still on the mission. The intent of this debriefing is to highlight issues and accomplishments of the mission. Lessons learned during the mission should be noted and discussed. This information should be captured in written form for subsequent After-Action Reports.
In addition, task force supervisory personnel should assess task force members and discuss issues related to incident stress management. An opportunity should be provided for all personnel to discuss issues that may be causing discomfort or concern. This initial defusing must be followed up with a full incident stress management debriefing once the task force returns home.
IX. POST-MISSION ACTIVITIES

A. RETURN TO POINT OF DEPARTURE

Upon return to the POD, the TFL and Logistics Managers will ensure transportation for all personnel. The sponsoring agency is responsible for coordinating all issues related to the return of the task force. The Logistics Manager ensures coordination of the cache transfer from the POD to its place of origin.

In addition, the sponsoring agency, prior to the task force’s return, should address other issues related to the return of the task force. This could include:

- Task force return itinerary.
- Media coordination.
- Rest period prior to the member's return to normal duties.
- Incident stress debriefing for the task force.
- Return and rehabilitation of cache equipment.
- After-action critique/reports.

B. EQUIPMENT MANAGEMENT AND REHABILITATION

As soon as practical, all tools, equipment, and supplies in the task force cache should be evaluated, inventoried, serviced, and prepared for mobilization. In this regard, the following should be addressed:

1. Cache Inventory

Personnel trained in the management of the task force cache should perform a complete inventory, as soon as possible. Refer to Appendix H – Task Force Property Accountability and Resource Tracking System. The hard copy inventory should be used to update the primary inventory maintained in software form.

2. Damage/Loss/Repair Assessment

The results of the post-mission inventory will be used to develop a damage/loss assessment report. This report will identify all tools, equipment, and supplies that were expended, damaged, or lost during the mission. Narratives will be included outlining the reason for any damage or loss that occurred. In addition, a cost summary for the replacement of cache items will be developed. A completed FEMA 61-10, Government Property Lost or Damaged (GPLD) Survey Certificate, should be submitted to FEMA at the same time as the Standard Form 270, Request for Advance or Reimbursement, is submitted requesting reimbursement.

3. Cache Rehabilitation

All tools, equipment, and supplies must be inspected and made operationally ready. Tools and equipment should be cleaned and checked for proper operation. Oil levels
should be checked and fuels should be purged after operation. All expendable items
that were used (batteries, saw blades, etc.) should be replaced. All items should be
returned to their original location or repacked for mission mobilization. The US&R
Program Office will issue written guidelines in the Demobilization Order, or as soon as
possible, for each task force, indicating the approved maximum number of hours the
sponsoring agency can submit, for reimbursement, for purposes of cache rehabilitation.
The amount of hours will depend on the severity and length of mission, climate factors,
and amount of use of cache items while on the mission. The amount of allowable hours
should be sufficient to bring all tools, equipment, and supplies into a state of operational
readiness for another mission.

C. US&R PERSONNEL INCIDENT STRESS DEBRIEFING

All personnel involved in a significant mission response should be required to attend a
post-mission incident stress debriefing session. This includes task force personnel, IST
members, and others involved at a significant level. The sponsoring agency is
responsible for scheduling and conducting incident stress debriefing sessions, as
needed.

The initial post-mission incident stress debriefing should be scheduled soon after the
task force returns to its jurisdiction. This will allow for several days of rest for the
personnel. The sponsoring agency should also consider a debriefing session for the
spouses and significant others of task force personnel. Past experience has shown this
to be effective and necessary for those who remain at home. Some personnel may
require follow-up treatment. The local agency will determine their duty status in
cooperation with health care personnel.

D. POST-MISSION OPERATIONAL DEBRIEFING

The sponsoring agency should conduct a full post-mission debriefing, as soon as
practical following the mission. All task force personnel should be actively involved in
the critique at some level. In addition, supervisory and other personnel from the
sponsoring agency involved in program management and mobilization should attend.
The purposes of the post-mission debriefing are to:

- Identify all accomplishments of the task force.
- Identify any problems encountered.
- Evaluate improvements for future mobilizations and operations.
- Identify the lessons learned.
- Identify standards or procedures that should be altered or improved in the
  FEMA National US&R Response System.
Past experience has shown that all accomplishments, problems, or important issues are not universally known to all members of a response team at the conclusion of a mission. This includes the team leaders or supervisory personnel. The post-mission debriefing should be used to fully identify, discuss, and capture important information from all task force personnel and ensure that everyone understands the issues. Task forces may hold a debriefing session for the entire task force or for individual teams or functions and/or for managers and TFLs. The issues identified in the critique should be captured in writing. This information should be incorporated into the task force After-Action Report that is submitted to FEMA. Information regarding the mission debriefings are outlined in Appendix A – Task Force Management and Coordination and Appendix M – Task Force Planning.

E. MISSION AFTER-ACTION REPORT

An After-Action Report will be required by each task force at the conclusion of each mission. Ideally, the report should be completed within 30 days after returning to home base. Copies of the report should be sent to the respective State emergency management agency; the FEMA regional office; and FEMA Headquarters, RR-OP-ES, 500 C Street, SW, Washington, DC 20472. Reports should be written in a professional manner and cover the following subjects at a minimum:

- Executive summary.

- Introduction describing the overview of the mission, including where and when the mission assignment occurred.

- Chronology of events, including alert, activation, mobilization, on-site operations, reassignment/demobilization, and post-mission activities (incident stress management, equipment rehabilitation, mission debriefings, etc.).

- Evaluation of the effectiveness of task force organization, call-out procedures, operating procedures, operational checklists, position descriptions, equipment, and prior training.

- Evaluation of the mission operations, alert/activation procedures, logistical movement and resupply activities, liaison activities with the IST, on-site coordination, coordination with the ERT and other ESFs, rescue operations, and effective integration with the local incident management structure, etc.

- Recommendations for changes within the individual task force.

- Recommendations for system changes within the National Program to enhance future activities.

Each task force should have an active method of collecting information during a deployment to be included in the critique and After-Action Report. There are several technical information gathering and tracking systems available for task force use.
Systems employed during mission should include computer personnel databases, medical records and injury reports, chronological recording of events from alert to return home, task force action planning, and completed mission forms. The information collected should be easily transferred to the After-Action Report using the format listed above. For more information on the After-Action Report and format, see Appendix M – Task Force Planning.

F. FISCAL ACCOUNTABILITY/REIMBURSEMENT

From the initial activation, task force sponsoring organizations must have a system in place for tracking all costs associated with the deployment. This includes all terms outlined in the MOA within the Cooperative Agreement, in addition to the following:

- Task force members shall be compensated in accordance with set pay schedules and policies set forth by the local organization, the State, or the Federal Disaster Assistance Employee Program as determined prior to implementation of this agreement. If a member normally performs a non-paid service, such as many Canine Search and Structural Specialists, then skill and experience levels shall be established for each task force member upon inclusion into the National System and appropriate compensation. Each task force will have set pay schedules for non-paid task force members.

- IST personnel shall be compensated either through their home jurisdiction or through a contract method established by the US&R Program Office. If a task force member serves as part of the IST and their task force is activated for the mission, they will be compensated at their normal rate and benefits through their regular task force reimbursement process. If an IST member's task force does not deploy or the person is not affiliated with a task force, they will be reimbursed through the contract method. They will be compensated at a flat hourly rate. The number of hours per day of compensation will be established by the US&R Program Office on a case-by-case basis.

- Normally, task force travel and subsistence costs are paid directly by FEMA. In certain circumstances, when members travel separately, they shall be reimbursed for travel and per diem costs (as appropriate) in accordance with their MOA, unless otherwise authorized. No task force, nor any task force member, shall be reimbursed for costs incurred by activations outside the scope of this agreement.

- US&R personnel shall be reimbursed for reasonable personal costs of operations and maintenance incurred in conjunction with disaster operations, i.e., accidental damage of personal items, etc.

- Any reasonable expense incurred by an organization in filling a task force or IST member's position, while the member has been activated, will be paid by FEMA. FEMA will not pay personnel costs above the normal and usual rate for that position.
• Task force organizational materials, equipment, and supplies consumed in providing requested assistance shall be reimbursed on a replacement basis. In certain cases, such as procuring critical specialized medical, search or rescue equipment shortfalls, FEMA Headquarters (the US&R Program Office) may authorize the purchase of such items during the activation and mobilization phase of the incident. A procurement dollar limit will be established in the Activation Order. Rehabilitation or replacement costs of operational equipment will be reimbursed if the piece of equipment was used at a disaster site or on disaster exercises, as authorized by FEMA. FEMA will consider, on a case-by-case basis, the replacement of lost or stolen equipment.

• IST personnel shall be reimbursed for travel and per diem costs through a method identified by the US&R Program Office.

All task forces must submit replacement, initial purchase, and/or rehabilitation reimbursement requests and related receipts within 180 calendar days from the time that the task force returns to their home base. Proposed Code of Federal Regulations language will provide for the 180-day limit after which no reimbursements will be accepted from the sponsoring jurisdiction. Reimbursement requests should be submitted on a Standard Form 270, Request for Advance or Reimbursement, to FEMA Headquarters, RR-OP-ES, 500 C St., SW, Washington, DC 20472. This paperwork will be submitted to FEMA Headquarters, via the State and the FEMA regional office, as outlined in the MOA. FEMA Headquarters will review all submissions for accuracy, authorization to purchase, and complicity with the approved equipment cache list. Items purchased that do not conform to these requirements may be rejected for reimbursement.

G. US&R SYSTEM RETURN TO STATE OF READINESS

The US&R task force is expected to return to its initial state of readiness within two weeks after the conclusion of a mission. This is to ensure the optimal readiness of the National US&R Response System soon after a disaster response has been concluded. The only exception would be if specialized equipment is being repaired or replaced by the distributor within this time frame. In cases of over two weeks, the task force should notify FEMA of their status.
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X. US&R SYSTEM PROGRAM MAINTENANCE

A. MOBILIZATION MANUAL

It is essential that each sponsoring agency develop a mobilization manual outlining all the procedures and issues involved in deployment. As a minimum, this should include:

- Twenty-four hour POC for task force.
- Procedures for the authorization and approval of a mission response.
- Team notification process.
- Notification and call-out procedure for personnel.
- Team assembly and briefing point.
- Cache management and assembly method.
- Personnel in-processing method.
- Procedures for appropriating non-stocked items (medicines, etc.).
- Press and media issues.
- Transportation methods for task force movement to POD.
- Procedures for relief and back fill of task force personnel.
- Identification of positions required to support the mobilization.
- Canine waiver and health certificate.
- Alternate ground transport method directly to disaster site.

For more information on mobilization, see Appendix N – Task Force Mobilization.

B. CACHE MAINTENANCE

The sponsoring agency must establish a program to maintain the cache readiness. This program should include:

- Biannual cache inventories.
- Periodic tool and equipment exercise to ensure proper operation.
- Rotation periods for items with an anticipated life (batteries, medicines, etc.).
- Procedures for checking out cache equipment for training, maintenance, etc.
- Procedures for post-mission and post-training cache rehabilitation.
- Procedures for computerized and hard copy inventory updates.
- Files established for tools and equipment reference materials.
- Regular maintenance schedule for cache items.

C. TRAINING AND EXERCISES

The sponsoring agency should establish a program to develop and conduct routine training to ensure the effectiveness of tactical operations and coordination within the task force. Separate maintenance skills training should be addressed to ensure the efficiency of the task force.
Periodic multi-task force training exercises should be conducted to ensure the effectiveness of the US&R Response System. The focus of these training sessions should exercise the activation and mobilization procedures and evaluate the integration of different task forces in disaster situations.
TERRORISM INCIDENT ANNEX
Content to be provided by FEMA after completion of appropriate Incident Annexes to the Federal Response Plan or other Federal operations plan.
RADIOLOGICAL INCIDENT ANNEX
Content to be provided by FEMA after completion of appropriate Incident Annexes to the Federal Response Plan or other Federal operations plan.
MASS MIGRATION INCIDENT ANNEX
Content to be provided by FEMA after completion of appropriate Incident Annexes to the Federal Response Plan or other Federal operations plan.
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APPENDIX A

TASK FORCE MANAGEMENT AND COORDINATION
APPENDIX A

TASK FORCE MANAGEMENT AND COORDINATION

The FEMA National US&R Response System was designed to provide a coordinated response to disasters in the urban environment. The 62-person US&R task forces are comprised of search, rescue, medical, command, and various technical elements. Disasters may require the deployment of a single team or multiple teams. US&R operations require the close coordination of all task force elements for safe and successful victim extrications. The central point of coordination of the task force lies with the Task Force Leader (TFL). The TFL is charged with the overall responsibility of the personnel, resources, equipment, and operations from the point of activation to demobilization at the home jurisdiction. This position, in conjunction with the task force supervisory personnel, must meld the various elements of the task force into an integrated unit, during mission assignment. The TFL is responsible for the control of the task force at all times. A task force that is well trained, well disciplined, and professional will perform in a safe and effective manner. It will also present a positive image of the task force, the sponsoring agency, and the entire FEMA National US&R Response System.

Thought should be given to appointing a non-deploying administrative officer to track all personnel, equipment, and support expenditures as they occur. Many times, during the early stages of a deployment, costs are not documented properly and that point may not be recognized until completion of the mission. Tracking costs retroactively sometimes compromises accuracy.

To ensure that the task force continuously represents itself in the most professional manner, a US&R Code of Conduct has been developed and adopted by FEMA for all task forces (the Code of Conduct is on the last page of this Appendix). TFLs and supervisory personnel should reinforce the US&R Code of Conduct during appropriate briefings and continuously monitor personnel for compliance. Violations should be documented and appropriate follow-up action should be taken either on-site or upon return to the home jurisdiction.

The TFL has the responsibility for overall safety of task force personnel and should voice and demonstrate a strong commitment to safety. The task force Safety Officer will act as the overall safety monitor for task force personnel. The TFL should review detailed safety procedures developed by the Safety Officer, in the course of the mission. Although the task force Safety Officer provides safety oversight and monitoring, the enormity of this task makes it the responsibility of every member to monitor the safety of themselves and others. All unsafe occurrences or injuries must be reported to the task force Safety Officer. Refer to Appendix K – Task Force Safety Considerations.

It is the responsibility of the TFL to maintain communications with the sponsoring organization at home through whatever means available. Current status reports on present work locations, general performance of the task force, health and morale of task force members, injuries, and the projected length of stay would be of interest to the home contact. Also, matters of interest from the home jurisdiction should be forwarded to the task force personnel, as appropriate.
The TFL will ensure that an effective task force command structure exists and is maintained throughout the course of the mission. The task force functional organization and associated terminology are predicated on, and will operate within, the National Interagency Incident Management System (NIIMS). It is important that task force supervisors are conspicuously identified through the use of vests, international orange in color and conspicuously labeled, for the following positions:

- TFL - 2 ea.
- Managers - 2 ea. (Search, Rescue, Medical, Logistics, and Planning)
- Safety - 2 ea.

The TFL may receive direction from both the Incident Support Team (IST) and/or local Incident Commander (IC), and is responsible for implementing strategic and tactical assignments.

A. INCIDENT SUPPORT TEAM

The IST is a group of highly qualified specialists readily available for rapid deployment to a disaster area. The mission of the IST is threefold:

- Provide a liaison between FEMA, the task forces, and local authorities.
- Provide State and local authorities with US&R technical assistance, logistical support, and information on the capabilities and limitations of the task forces.
- Coordinate and support the activities of task forces, while deployed.

An IST will be activated and deployed whenever there is an activation or strong potential for activation of FEMA US&R Task Forces. Refer to the IST Operational Systems Description.

B. TASK FORCE REPORTING RELATIONSHIPS

While on site, the formal lines of authority will be channeled from the local IC, to the IST ESF #9 Leader, and through the IST to the TFL. For administrative purposes, the formal lines of authority must include the TFL reporting through the IST chain-of-command to the IST ESF #9 Leader. The on-site representative of FEMA, the ESF #9 Leader on the IST, will have the ultimate authority over Federally sponsored US&R Program assets.

C. MOBILIZATION

The task force should have a specific mobilization plan that details all actions that must occur from the receipt of the Alert Notice to the time the entire task force and equipment cache reach the mobilization center. Many hours of planning must be done to ensure that the task force can meet the six-hour time frame at the Point of Departure (POD). Task force management must continuously exercise the plan to ensure its effectiveness. For more information on mobilization guidelines, see Appendix N – Task Force Mobilization.
D. ARRIVAL AT THE ASSIGNED LOCALITY/JURISDICTION

Upon arrival of the task force at the assigned locality/jurisdiction, both TFLs and designated task force members should attend a briefing with appropriate IST personnel, and the local authority in charge, to determine the current situation status and future operational needs. An IST Liaison should have already briefed the local jurisdiction’s political leaders and emergency response personnel on the capabilities, requirements, and estimated time-of-arrival of the task force. The existing chain of command, and specifically to whom the TFL reports, must be quickly established to ensure continuity throughout the operation.

The type of command system instituted by the affected jurisdiction must be determined. Examples include NIIMS, FIRESCOPE, or other local variations. If the locality/jurisdiction has not established an Incident Command System (ICS) framework, the IST and the TFL should attempt to promote the implementation of the NIIMS.

The TFLs and other designated personnel should receive a situational briefing from the IST Leader and/or his/her designee. The briefing should include past and current operations and the status of the local infrastructure. Any local support for the task force should be identified including the status of any shelter for the task force; available food and water; the status of medical facilities and utilities; and available transportation for moving personnel, equipment, and victims (ground vehicles, helicopters, etc.). If available, the current and previous IST Incident Action Plans should be provided to the TFL.

The IST Operations Chief should provide an operational briefing that would delineate past and current operations, current objectives, and who the task force on-site contact is (IST Operations Section Chief or local command position; Branch Director; Division/Group Supervisor, etc.).

It should also identify the assignments and locations of other US&R resources on-site, and any local resources that may be available to the task force such as cranes and other heavy equipment.

The IST Communications Unit Leader will brief the TFL and task force Communications Specialist on the existing communications plan. Specific radio designations should be identified for use between the task force, IST, local incident command post, and other supporting resources. Refer to Appendix I – Task Force Communications Procedures. It is also important to determine the status of existing communications systems that may enhance task force operations (e.g., cellular telephone or local emergency radio frequencies).

The IST Planning Chief will brief the TFL and the task force Planning Manager on the specific reporting schedule for situation reports, schedule of operational briefings, and other reporting requirements for the task force. The method by which the reports and requests should be transmitted to the IST must be determined. Examples of options include cellular phone, satellite telephone, facsimile, assigned radio frequency, Internet, e-mail, or runner. The specific forms or formats for reporting information to the IST should be made known to the TFL.
Task force Medical Managers and the IST Medical Unit Leader should meet to discuss specific procedures regarding the evacuation of an injured task force member, and general medical procedures, assessments, and patient hand-off information. The information provided should include the current state of the existing local medical system as well as additional outside resources available (i.e., Disaster Medical Assistance Teams (DMATs), etc.).

E. LOCATING AN AREA FOR SET UP OF TASK FORCE BASE OF OPERATIONS

The location of the task force Base of Operations (BoO) is essential to the success of the mission assignment. Many factors must be considered in locating an area for the BoO. It is the responsibility of the IST to locate suitable sites for incoming task forces. If the IST or the local jurisdiction has not accomplished this, the task force must determine the site in conjunction with the local IC. An advance team may be sent out ahead of the full task force’s arrival to provide recommendations for an appropriate BoO site. Refer to Appendix L – Base of Operations Management.

F. SIZE UP/OPERATIONAL PLANNING

After the TFLs have received their initial briefing and assignment from the IST, and the task force begins the set up of their BoO at the selected (or designated) location, the task force supervisory personnel must begin to identify the task force’s overall mission objectives. They should assess the general situation, establish priorities, plan their strategy and tactics, assign resources, manage ongoing operations, follow-up on the progress being made and make any necessary adjustments. Their planning should include immediate search requirements and/or rescue opportunities. If no search or rescue requirements are immediately identified, search priorities should be determined based upon victim entrapment in high probability occupancies such as schools, hospitals, multi-residential buildings, etc. Refer to Appendix D – Structure Triage, Assessment, and Marking System.

G. SEARCH AND RESCUE OPERATIONS

The top priority, during all operations, will be the safety of task force members. A task force may be assigned to a single site, multiple operational sites, or a wide area. The TFL will assess the rescue site, evaluate the potential for live rescues, and determine the time and resources needed. The assignment of task force personnel will be based upon the developed operational plan. It may be necessary to notify the IST of the need for additional resources at a given location. If additional resources are not available, then a reassignment of present resources may be in order. Refer to Appendix B – Rescue Operations Strategy and Tactics and Appendix C – Search Strategy and Tactics.

H. INTERACTION WITH THE LOCAL COMMAND STRUCTURE

FEMA US&R resources (task forces and IST) will operate within the existing local command structure (when established). The IST and TFL should be aware of the
different variations of the ICS that may be implemented by the local jurisdiction. The local IC should understand that the task force is a resource, available for their use, and under their operational control through the IST.

The TFL should make every attempt to integrate the local rescue effort with the task force operations, when possible. This cooperation promotes harmony and minimizes any friction between the local effort and the task forces. The TFL must be cognizant of potential problems that can occur when there is a perception that the FEMA US&R resources will overwhelm the local rescue effort and take over the incident. The TFL should work with the local command personnel to diffuse any personnel issues that may occur that could impede the rescue effort. Proper safety equipment and practices should be emphasized to local rescuers working with task force members.

Media management procedures must be identified during the initial briefing. It is important that all task force personnel clearly understand the procedures for interacting with the different types of media. The local Public Information Officer is responsible for the release of information on the incident. FEMA has established guidelines for media interaction and release of information involving task force activities at the local and national level. Both the IST and the task force should consider these guidelines when dealing with media matters. For more information on media relations, see Appendix E – Task Force Public Information Management.

### I. WORK PERIOD SCHEDULING/ROTATIONS

The TFL and other supervisory personnel (the Rescue Manager in particular) will need to determine how to deploy task force personnel at the start of mission operations. It may be most appropriate and advantageous to commit all task force personnel to the rescue effort or it may be better to commence BoO set up, structures triage, building marking, search and reconnaissance activities, equipment cache set up, rescue operations, etc. While time is of the essence to effect successful live victim extrications, the full-scale commitment of personnel must be balanced by a review of the present and anticipated search and rescue opportunities. Within a matter of hours of initial personnel deployment, the TFL and other supervisory personnel must begin some moderate to long term planning. The work schedule will be incident driven, based upon the general conditions present. The Figure A-1 depicts one possible deployment model:

<table>
<thead>
<tr>
<th>First 8 to 12 hours of operations:</th>
<th>All personnel are committed to 1) BoO set-up, 2) structures triage, and 3) search and rescue operations.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Next 4 to 6 hours of operations:</td>
<td>Half of the personnel are relieved for feeding/sleeping (those personnel assigned BoO set-up and organization should be relieved first).</td>
</tr>
<tr>
<td>Subsequent 12 hours of operational periods:</td>
<td>Half of the task force works, the other half rests, eats, and sleeps.</td>
</tr>
</tbody>
</table>

**FIGURE A-1: Deployment Model**

During the 12-hour operational periods, it may be advantageous and more productive and result in fewer accidents and injuries for the task force to split the daylight hours so
that each half of the task force works part of their shift in natural lighting. As an example, this could be accomplished by having operational periods run from 1200 hours to midnight. This also holds true for rotating entire task forces on and off duty.

As the task force moves into alternating 12-hour operational periods, there should be a one to two-hour overlap of the shifts to allow for briefings and information exchange to promote the continuity of operations. In this case, each person would work a 13 or 14-hour shift and have 10 or 11-hours of off-duty time.

The task force should remain flexible enough to address changing conditions. If the available information indicates a specific number of viable rescue opportunities that could all be accomplished in a reasonable timeframe (24 to 30-hours), it may be most appropriate to deploy all task force personnel for a full-scale "blitz" operation. This would necessitate the full stand-down of the total task force at the conclusion of this blitz.

J. HEALTH AND MEDICAL CONSIDERATIONS

The task force Medical Manager will maintain communications with the IST Medical Unit Leader and keep that position updated on medical issues. The need for additional medical assistance for civilian injuries will be channeled through the IST to local authorities, if available. The TFL and the Medical Manager will work with the IST Medical and Logistics Units to maintain sufficient quantities of medical supplies. Refer to Appendix J – Task Force Medical Procedures.

The medical component of the task force is responsible for addressing health and medical issues, and injuries of task force personnel. All supervisory personnel must monitor task force members for signs of stress-related debilitations and consider the use of stress management defusing and debriefings. Another area of concern is the nutrition and hydration needs of task force personnel. Supervisory personnel should be aware that some rescuers can become so absorbed in the ongoing operation that they may not eat or drink fluids in sufficient quantities to sustain maximum physical efforts. Members must be ordered, if necessary, to eat, drink, and rest in sufficient amounts to be able to perform the job. This should also be factored into the TFL's planning to ensure sufficient provisions are maintained at all times.

While the main purpose of the medical component is to take care of task force personnel (including canines) and victims encountered during search and rescue operations, other civilians may seek treatment from the task force. The TFL cannot allow task force medical personnel to be overwhelmed by civilian injuries. Should this situation present itself, the TFL should consider requesting local resources or a DMAT through the IST Medical Unit Leader. Task force medical personnel must always remain available to treat team members and entrapped victims in a timely manner.

K. PLANNING

Planning is an integral part of the task force operations from the receipt of the Alert Notice to the completion of the After-Action Report. The task force Planning Manager is responsible for collecting, assimilating, analyzing, and processing all information relative
to task force operations. Additionally, the Planning Manager will facilitate task force meetings and briefings, develop the Task Force Incident Action Plan (IAP), and interface and exchange information with the IST Planning Section. The task force Planning Manager will coordinate demobilization planning with the IST Planning Section. The TFL and other appropriate task force personnel will attend briefings and planning meetings, convened by the IST and/or local authorities. In turn, briefings (for all or designated personnel) and planning meetings will also be conducted to keep the task force updated on assignments and important issues that affect them. Refer to Appendix M – Task Force Planning.

L. AFTER-ACTION REQUIREMENTS

After returning home, the TFL has a number of responsibilities. The first is to ensure all injury follow-ups and incident stress management issues are addressed. All personnel injury forms must be completed and forwarded to the Employees and Labor Relations Division at FEMA Headquarters.

The second area is financial accountability and cost recovery for the incident. It is important that all costs eligible for reimbursement as a part of the alert, activation, and deployment process are documented. A complete accounting of all costs of the mission should be compiled and forwarded to FEMA for reimbursement. This should include personnel costs (as prescribed in the task force’s Memorandum of Agreement), expendable supplies, lost or damaged property (or property that was approved to be left with the local jurisdiction), cache rehabilitation and repair costs, and any initial purchase items approved, per the Activation Order. The financial accounting should be completed on the appropriate forms and submitted to FEMA within 180 days of the return home. FEMA will forward reimbursement money to the task force, after review and approval by the US&R Program Manager.

There should also be an after-action process that includes both on-site and post mission operational debriefings followed by a complete, written, After-Action Report that documents issues and concerns. The documentation of the mission is crucial for the improvement of the task force and the US&R Program overall. The on-site debriefing should occur between the demobilization and the return trip home, if possible, and provide a quick critique of the mission. This session can provide several worthwhile functions for the task force while the information is fresh, including general agreement on the chronology of events and the major accomplishments and problem areas. It can also act as an early opportunity for stress defusing. The formal debriefing process after return home should be a thorough, in-depth session or sessions that address a comprehensive list of issues. The pertinent information must be captured in an appropriate format and forwarded to FEMA for inclusion into the final mission report. For more information on after-action debriefings and reporting see Appendix M – Task Force Planning.
Code of Conduct

- No transportation/use of illegal drugs/alcohol.
- No firearms allowed.
- Normal radio protocol used/traffic kept to a minimum.
- Know your chain of command/who you report to.
- Limit procurement of equipment.
- Do not take things without authorization.
- Act professional.
- Remain ready even when unassigned.
- Recreation limited to unassigned hours.
- Maintain/wear safety gear/clothing.
- Wear proper uniform.
- Your actions reflect your organization and FEMA.
APPENDIX B

RESCUE OPERATIONS STRATEGY AND TACTICS
APPENDIX B

RESCUE OPERATIONS STRATEGY AND TACTICS

Search and rescue operations in the urban disaster environment require the close interaction of all task force elements (search, rescue, medical and technical personnel) for safe and successful victim extrications. Once one or more entrapped live victims have been located, rescue extrication, coupled with appropriate medical treatment and victim removal operations, must be conducted in an organized and safe manner. This appendix outlines the current tactical considerations and general strategies that should constitute a foundation for productive rescue operations. All task force personnel should have a solid understanding of the general rescue procedures. Task force supervisory personnel must tailor the strategy and tactics to fit the general situation and specific problems encountered.

It is incumbent on the Task Force Leader (TFL) and task force supervisory personnel to implement coordinated search tactics and strategy, collect and collate related information, and develop an effective overall rescue plan of action.

Standardized rescue strategy and tactics will promote the following:

- Effective management and coordination of rescue operations.
- Better task force resource utilization and coordination.
- Proper integration of all task force disciplines (i.e., medical, hazardous materials, and structures specialists, etc.) in the rescue operations.
- The incorporation of assistance from entities outside the task force.
- Simultaneous, multiple-site rescue operations.
- Standardize training and increase efficiency within the task force prior to deployment and during mission operation.
- Increase safety for all task force members involved in rescue operations.
- Provide around-the-clock (24-hour) operations.
- Organized and rapid victim extrication.

A. STRATEGIC CONSIDERATIONS

The most effective rescue strategy should blend all viable tactical capabilities into a logical plan of operation. The general strategic considerations are outlined as follows:
1. **Rescue Team Composition**

A task force rescue team is comprised of four, 6-person rescue squads. Two Rescue Team Managers are assigned to provide continuous supervision for the rescue team. A squad is composed of a Rescue Squad Officer and five Rescue Specialists.

2. **Personnel Deployment**

One of the most important strategic considerations for the task force supervisory personnel (the Rescue Team Manager in particular) is the deployment of task force personnel at the start of mission operations.

When the task force arrives at the assigned location, it may be best to commit all task force personnel to the initial objectives that must be addressed. This would include Base of Operations (BoO) set-up, search and reconnaissance activities, equipment cache set-up, rescue operations, etc. Depending upon the general conditions present, it may be most appropriate to attempt the Figure B-1 deployment guideline:

<table>
<thead>
<tr>
<th>First 8 - 12 hours of operations</th>
<th>All personnel committed to 1) task force set-up and 2) search and rescue operations.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Next 4 - 6 hours of operations (after first 8 - 12 hours)</td>
<td>Half of the personnel are relieved for feeding/sleep (those personnel assigned base camp set-up and organization should be relieved first).</td>
</tr>
<tr>
<td>Subsequent 12-hour operational periods</td>
<td>Half of the task force works, the other half rests/eats/sleeps.</td>
</tr>
</tbody>
</table>

**FIGURE B-1: Deployment Guideline**

As the task force moves into alternating 12-hour operational periods, there should be an overlap of the shifts to allow for briefings and information exchange to promote the continuity of operations.

As the operations near the end of the initial 8 to 12-hour time frame, it may be necessary to scale back to handling only one or two simultaneous operations. This reduction in rescue operations is the trade off for allowing sleep rotations for each half of the task force.

Deviations from the suggested guideline might be required, depending upon the conditions that are present. There is the possibility that the ongoing size-up and planning information could indicate there being a specific number of viable rescue opportunities that could be accomplished. In that case it may be most appropriate to deploy all task force personnel for a full-scale "blitz" of the planned 24 to 30-hour duration. This would necessitate the full stand down of the task force at the conclusion of this blitz.

3. **Task Force Equipment Cache Management**

The overall effectiveness of the task force depends upon the prompt availability of the tools, equipment, and supplies in the task force cache. The organization and
management of the cache is important. The equipment cache requires immediate attention once the BoO has been identified.

The cache should be segregated and organized according to functions as outlined in Appendix G – Cache Packaging and Shipping Requirements. The cache set-up must be addressed before significant rescue operations can be supported. Rescue personnel must be effectively trained in, and adhere to, all procedures related to equipment issue, tracking, and retrieval, as outlined in Appendix H – Property Accountability and Resource Tracking System. The limited number of specialized tools may require them to be shared between one or more rescue sites during simultaneous operations. It is incumbent upon the task force Logistics Specialists, in conjunction with the Rescue Team Managers and Squad Officers, to coordinate the sharing and movement of these tools between the rescue sites.

4. Assistance with Search Activities

It may be necessary to assign additional task force personnel to search operations to identify, assess, and prioritize rescue opportunities. Refer to Appendix C – Search Strategy and Tactics and Appendix D – Structure Triage, Assessment, and Marking System.

5. Rescue Site Management and Coordination

Each rescue work site must have one person in charge to maintain unity of command. The Rescue Squad Officer of each rescue squad is responsible for all activities of the assigned rescue site including safety when a single squad operates alone.

At large or complex rescue operations that require the commitment of two or more rescue squads to a single operation, the Rescue Team Manager may assume command or assign one of the Rescue Squad Officers to be in charge of the site. A Safety Officer should be identified at each rescue site.

6. Rescue Site Communications

Communication is fundamental to effective operation of the task force. The task force should be provided with radio channels for command and control, logistics, and tactical operations as needed. Refer to Appendix I – Task Force Communications Procedures.

7. Non-Task Force Resource Requests/Liaison

In certain situations, it may be necessary to request assistance from personnel or organizations outside the task force. This could include assistance from military personnel, utility contractors, heavy equipment operators, etc. The Rescue Team Managers should relay these requests to the TFL.
8. Rescue Site Engagement/Disengagement

A standardized method of engaging and disengaging a rescue site should be followed. Refer to Appendix F – Task Force Engagement and Disengagement Procedures.

B. TACTICAL CONSIDERATIONS

1. Rescue Integration in Search Activities

Task force rescue personnel may be required to assist the canine and technical search personnel with search and reconnaissance activities. This may include safety assessments at collapse sites, gaining access to voids and other difficult areas, deploying equipment, and conducting physical search operations. Individual void inspections, or combined listening operations may require shoring and stabilization prior to entry. Rescue personnel may be used to staff search and reconnaissance teams. Refer to Appendix C – Search Strategy and Tactics and Appendix D – Structure Triage, Assessment, and Marking System. These combined operations would be coordinated between the Search Team and Rescue Team Managers, the Rescue Squad Officers, or other appropriate task force personnel.

2. Rescue Site Management and Coordination

Size-up and site control activities should be completed before rescue operations begin. Once the size-up is completed and the plan of action developed, a short team briefing should be conducted to include safety considerations, structural concerns, hazard identification, and emergency signaling and evacuation procedures.

As rescue opportunities are identified, it is important that rescue personnel adhere to a consistent, formalized site management procedure to ensure the safe, effective operation of the rescue squads. The following considerations should be addressed:

- Hazard assessment and mitigation. This could include removing trip hazards, boards with exposed nails, shutting off utilities, etc.
- A collapse hazard zone (hot zone) should be established and clearly defined along with the operational work area.
- All bystanders should be excluded from the operational work area.
- An equipment assembly area and cutting workstation should be organized at an advantageous location.

3. Rescue Site Set-Up

In order to ensure safe and effective rescue operations, the area immediately surrounding the selected work site should be secured.
A collapse hazard zone is established for the purpose of controlling all access to the immediate area of the collapse that could be impacted by further building collapse, falling debris, or other dangers. The only individuals allowed within this area are authorized personnel involved in search or extrication of victims. The collapse hazard zone will be identified by an X-type cordon of flagging or rope (criss-crossed) as outlined in Appendix D – Structural Triage, Assessment, and Marking.

When establishing the perimeter of the operational work area, the needs of the following activities must be provided for and properly identified:

- Medical treatment area
- Personnel staging area
- Rescue equipment staging area
- Cribbing/shoring working area
- Access/entry routes
- Security and environmental protection.

4. Inter-discipline Coordination

As the Rescue Team Managers and Squad Officers focus on the appropriate tactics and procedures related to victim extrication, they may also utilize other task force disciplines in the ongoing operations.

5. Site/Personnel Safety

Safety of the task force personnel is the single most important consideration during mission operations. Refer to Appendix K – Task Force Safety Considerations. As a minimum, the following considerations should be addressed for rescue operations:

- The safety of personnel operating around collapsed/compromised structures.
- Emergency signaling and evacuation procedures. Refer to Appendix I – Task Force Communications Procedures. Hailing devices shall be used to sound the appropriate signals as follows:
  - Cease Operation/All Quiet 1 long blast (3 seconds)
  - Evacuate the Area 3 short blasts (1 second each)
  - Resume Operations 1 long and 1 short blast.
- Personnel Rest and Rehabilitation (R&R).
- Critical incident stress debriefing or defusing may be required. Refer to Appendix J – Task Force Medical Procedures.
- Personnel hygiene. Considerations would be the exposure and/or contact with victim body fluids, inhalation or ingestion of dusts and contaminated atmospheres, water, etc., and minor injuries.
APPENDIX C

SEARCH STRATEGY AND TACTICS
APPENDIX C
SEARCH STRATEGY AND TACTICS

Search and rescue operations in the urban disaster environment require close interaction of all task force elements (management, search, rescue, medical, and technical) for successful victim extrications. Search operations for locating victims are initiated early in a mission. Task force personnel must conform to an accepted system for victim search strategy and tactics in order to be effective. All task force personnel should have a solid understanding of the general search protocols. Task force supervisory personnel must tailor the general strategy and tactics to fit the specific problems encountered.

It is incumbent on task force supervisory personnel to implement coordinated search tactics and strategy, collect and collate related information, and develop an effective overall task force rescue operation.

Standard search strategy and tactics will result in the following:

- Reduced potential confusion of responsibilities.
- Better task force resource utilization and coordination.
- Smoother work site engagement and disengagement.
- Improved confidence in the search operation.
- Detailed documentation of the incident operations.
- Standardized training and increased efficiency of the task force.
- Increased safety profile for rescue and search personnel.

The following list outlines the current tactics available for locating trapped victims (usually from collapsed buildings of reinforced concrete construction) and their corresponding disadvantages. No single tactic is sufficiently effective on its own to ensure that a complete search has been conducted.

<table>
<thead>
<tr>
<th>Tactical Operation</th>
<th>Disadvantages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Physical void search</td>
<td>Limited access to all voids in (visual/vocal) building. Proximity required is dangerous to search personnel.</td>
</tr>
<tr>
<td>Audible call out/knocking method</td>
<td>Unconscious or physically weak person cannot be detected.</td>
</tr>
<tr>
<td>(rescuer hailing method)</td>
<td></td>
</tr>
<tr>
<td>Use of electronic viewing devices</td>
<td>Extended or inaccessible voids (observation holes) cannot be viewed due to the flexible nature of the fiberoptic cable and the limited light source. Limited penetration of the equipment.</td>
</tr>
</tbody>
</table>
Infrared/thermal imaging

Unit cannot detect heat differential through solid mediums. Sources of heat other than persons buried under debris are also indicated which creates confusion.

Use of electronic listening devices

Unconscious person cannot be detected. Ambient site noise is intrusive. Victim must create a recognizable sound pattern. Range is limited (acoustic - 25 feet, seismic - 75 feet).

Use of search canine

Extent of operation is limited; performance may vary according to individual handler and canine capabilities.

The following list outlines the corresponding advantages of the various tactics.

<table>
<thead>
<tr>
<th>Tactical Operation</th>
<th>Advantages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Physical void search</td>
<td>Does not necessarily require (visual/vocal) specialists, canine, or sophisticated electronic equipment. People could quickly be trained (and supervised by task force personnel) to support the effort.</td>
</tr>
<tr>
<td>Audible call out/knocking method</td>
<td>Same as above. Personnel can inform victim of expected response. This procedure can be modified and used in conjunction with listening devices.</td>
</tr>
<tr>
<td>Use of electronic viewing devices</td>
<td>Provides the general position and condition of the victim. Can be used to verify other search tactics prior to commencing rescue operations. Can be used to monitor victim during rescue operations.</td>
</tr>
<tr>
<td>Infrared/thermal imaging</td>
<td>Equipment is sometimes readily available with some responding local organizations. Can be used to survey large, open, dark areas.</td>
</tr>
<tr>
<td>Use of electronic listening devices</td>
<td>Able to cover larger search areas and sometimes triangulate on victim position. Capable of picking up faint noises and vibrations.</td>
</tr>
<tr>
<td>Use of search canine</td>
<td>Can search large areas in short period of time. Can traverse or gain access to voids and other opportunity sources.</td>
</tr>
</tbody>
</table>
A. TACTICAL SEARCH OPERATIONS

The most effective search strategy should blend all viable tactical capabilities into a logical plan of operation. The following general search tactical operations are defined.

1. Canine Search

A properly trained search canine can cover large areas in a relatively short period of time. Due to their keen sense of smell, the canine can sometimes detect unconscious victims beneath the debris, including persons who are incapacitated.

Canine search tactics usually involve a team comprised of two search canine/handlers and one "overhead" coordinator who monitors their safety and coordinates the operation of the canine/handlers under his direction. The staffing of the task force search element allows for two separate canine teams. The Search Team Manager may act as the overhead coordinator.

A canine team would be deployed at a specific work site or sector area. Each canine/handler would comb the structure or area being searched for any indication of a victim. The overhead coordinator should sketch the general features of the structure/area being searched. Should a canine team indicate a find, the overhead will pull that canine/handler team away from the find location. The handler involved in the find should mentally note the exact location but not mark it at this time. The overhead coordinator should direct the second canine/handler team into the same general area. Should the second team provide an indication of a find at the same location, this position should be marked with red survey tape. The overhead coordinator would then pass this information on to the Task Force Leader (TFL) and Rescue Team Manager for subsequent action.

2. Electronic Search

State-of-the-art electronic listening devices have added a new dimension to the search function. The latest electronic devices can extend the range of the search by detecting sounds from the victims. The task force staffing within the search element provides two Technical Search Specialists. These personnel will usually use the electronic acoustic/seismic listening devices as their primary tool. These positions may also assist with fiberoptic equipment, thermal imaging (if available on site), or other sophisticated equipment as necessary.

Both of the Technical Search Specialists could be deployed early in the mission. Electronic search operations are usually more site-specific and longer in duration than canine search operations. Rescue personnel should assist the Technical Search Specialists and also act in the overhead function to ensure overall safety. In addition, the specialists should sketch the general features of the structure/area being searched noting any significant information.

Application of the acoustic/seismic device involves the deployment of an array of two or more pick-up probes around the perimeter of a building or void area. Once a victim location has been identified, the array of probes may be redistributed around the area of
the original probe giving the strongest indication to more precisely identify the victim's location.

In the same manner as the redundant canine find determination, the second Technical Search Specialist should be used to confirm the initial. Should the second operator provide an indication of a find at the same location, this position should be marked with orange survey tape and this information should be passed on to the TFL, or supervisory personnel for action.

3. **Electronic Viewing Devices**

Electronic viewing equipment provides another capability for the search function of the task force. This equipment used in conjunction with concrete hammer-drills is quite effective at pinpointing the exact location of victims. Experience has shown success with rescue personnel drilling an array or series of holes and an operator subsequently following along with the search device. This equipment is simple to use once personnel are fully trained in its operation.

Due to its actual visual indication of a victim, no redundant check is usually required. If the operator is required to move on for subsequent operations, the site should be marked with International Orange spray paint or orange flagging tape to indicate a live victim.

4. **Physical Search**

This includes deploying personnel over and around a collapse site. These personnel can make separate visual assessments in voids and confined spaces for any indication of victims. They may also be used in a coordinated fashion as an array of listeners. This operation is less accurate than the others and poses a significant risk to the personnel involved in the operation.

B. **SEARCH STRATEGY**

The most effective search strategy should blend all of the identified tactical capabilities into a logical plan of operation. The following is general search strategy.

1. **Large Scale Search Prioritization**

One of the initial determinations that supervisory personnel may have to make at the inception of a mission would be what area should be searched first. There may be many structures damaged that require attention. There are two general strategies that can be used to decide how to deploy task force search resources. An area may be sectored by city block or other easily definable criteria. Available search resources would be divided and apportioned to each sector for search operations. The sector strategy may work well for smaller areas but would most likely be impractical for larger because of limited search team resources.

Another method is to determine the search priorities based on the type of occupancies affected. Those that present the highest likelihood of survivability in terms of type of
construction and the number of potential victims would receive priority. Occupancies such as schools, hospitals, nursing homes, high rise and multi-residential buildings, office buildings, etc., would be searched first. Refer to Appendix D – Structure Triage, Assessment, and Marking System.

2. **Search and Reconnaissance Team**

It may be advantageous for the task force to deploy search and reconnaissance teams when initiating operations at an assigned location. Task force staffing allows for two nine-person search and reconnaissance teams. It may be necessary to deploy a search and reconnaissance team to a remote location during the course of a mission. They could both be deployed initially when the task force begins operations, if necessary.

A task force search and reconnaissance team should be staffed as in Table C-1.

<table>
<thead>
<tr>
<th>Search Team Manager (1)</th>
<th>Functions as search/reconnaissance team supervisor, sketches and records information, and communicates details and recommendations back to the TFL.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Canine Search Specialists (2)</td>
<td>Conducts canine search operations and redundant verifications of alerts.</td>
</tr>
<tr>
<td>Technical Search Specialist (1)</td>
<td>Conducts electronic search operations including acoustic/seismic listening devices and/or electronic viewing equipment.</td>
</tr>
<tr>
<td>Medical Specialist (1)</td>
<td>Provides medical treatment for located victims and/or search/reconnaissance team members.</td>
</tr>
<tr>
<td>Structures Specialist (1)</td>
<td>Provides analysis and advice regarding building stability, shoring, and stabilization.</td>
</tr>
<tr>
<td>Hazardous Materials Specialist (1)</td>
<td>Monitors atmospheres in and around voids and confined spaces. Assesses, identifies, and marks hazardous materials dangers.</td>
</tr>
<tr>
<td>Rescue Specialists (2)</td>
<td>Provides assistance to the search/reconnaissance team, including drilling/breaching for electronic viewing equipment and/or deployment of listening arrays. Assists with overhead functions.</td>
</tr>
</tbody>
</table>

The TFL may consider adding additional positions, such as a Safety Officer, to the search and reconnaissance team as appropriate.
The search and reconnaissance teams should perform the following operations:

- General area and building search, reconnaissance, and evaluations. Refer to Appendix D – Structure Triage, Assessment, and Marking System.

- Victim location identification. This includes canine, electronic, and physical search operations. The location of viable victims would be denoted by marking the exact location with International Orange spray paint or orange surveyors tape. Refer to Appendix D – Structure Triage, Assessment, and Marking System.

- Hazard identification/flagging. Any type of personal hazard should be assessed and identified, such as overhanging building components, structural instability, secondary collapse zones, hazardous materials, live utilities, etc. Hazard zones should be conspicuously cordoned off with surveyors tape or Fire Line tape. Refer to Appendix B – Rescue Operations Strategy and Tactics.

- Assess general atmospheric conditions in/around confined spaces or voids.

- Sketch the general search area and note all significant issues.

- Communicate findings and recommend priorities to the TFL.

Specific equipment and materials are necessary to fully support a deployed search and reconnaissance team. This equipment should be segregated and receive priority consideration when a task force cache is being moved to an assigned location. This equipment should be immediately available to deploy one or two search and reconnaissance teams as soon as possible. The following equipment and supplies, as a minimum, are required:

- Electric hammer-drills, preferably battery-operated. If not, a small electric generator, fuel, and cord are required.

- Electronic viewing equipment.

- Electronic listening devices.

- Atmospheric monitoring equipment.

- Marking materials (orange spray paint/surveyors tape and fire line tape, etc.).

- Alerting devices (bullhorn for hailing, aerosol horns for emergency signaling).

- Medical gear (physician or paramedic backpack).

- Personal gear (safety equipment, food, water, etc., for each person).
3. Work Site Search Prioritization

It may not be necessary to deploy a full search and reconnaissance team. Once a specific work area has been determined or assigned, the search tactics should be determined. The canine search can usually provide the most rapid assessment of a work site area. One search canine team (two canine/handlers and one overhead coordinator) can cover a significant area in a short period of time. This capability might be used first to sweep an area for general indications of victims. A redundant check of a find indication by the other canine team should be used to ensure the greatest degree of credibility of the find. This location should be marked with orange surveyors tape or spray paint if the search team moves on.

The electronic search capability may be used in conjunction with the ongoing canine search or afterward. The electronic search will usually be slower and more time consuming. The selection of an electronic search site could result from prior indications of the canine search teams or based on the types of construction/occupancies affected, as noted earlier.

Task force rescue personnel present a significant search resource. They should be used to assist the canine and technical search personnel with safety assessments at collapse sites, gaining access to difficult areas, deploying equipment, etc. These personnel could also conduct physical search operations.

Once a reliable indication of the general location of a victim is made, the use of the electronic viewing equipment may prove useful in precisely determining the exact location and orientation of the victim.

C. GENERAL CONSIDERATIONS

The combined use of physical, canine, and electronic search tactics will enable the task force supervisors to better establish priorities and focus on the most important rescue activities.

It is always important to establish whether or not the team is involved is a live victim rescue.

It is essential that every possible search method be employed to enable task force supervisory personnel to locate viable victims before committing rescue resources to any prolonged operation.

Structural Specialists should coordinate with search and rescue personnel during search operations to provide initial assessments of relative building stability and safety.

An important consideration during a mission is the need to reassess previously searched structures. If the profile of a building/structure has been significantly reduced because of debris removal by heavy equipment or secondary collapse, it may be necessary to treat the structure as a new opportunity, and repeat the various search procedures.
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APPENDIX D

STRUCTURE TRIAGE, ASSESSMENT, AND MARKING SYSTEM
APPENDIX D
STRUCTURE TRIAGE, ASSESSMENT, AND MARKING SYSTEM

Significant damage and disruption to the existing infrastructure would be expected following an event such as an earthquake or hurricane. A task force may be confronted with responsibility for a general area affected by the event that encompasses multiple buildings, with little or no search and reconnaissance information. The Structure Triage, Assessment, and Marking System is designed to help identify, select, and prioritize the buildings with the highest probability of success with respect to finding and rescuing live victims. Information related to building identification, conditions and hazards, and victim status are posted in a standardized fashion.

A. INITIAL SIZE-UP

A task force may need to perform the following activities prior to beginning search and rescue operations:

- Identify buildings individually (i.e., by address, physical location, unique design, etc.).

- General area triage (i.e., to identify separate buildings, from many in a given area, that offer the highest potential for viable rescue opportunities).

- Hazard assessment and marking of buildings.

- Search and rescue marking of buildings.

When a task force arrives at their assigned location, local emergency response personnel may have already identified viable search or rescue opportunities for the task force. The location and/or identification of separate buildings may be clearly identified. Many of the general size-up issues may have been conducted (by the local personnel) and the task force managers would base their action plan and assignment of resources on this information. Information provided by local sources must be reviewed for validity.

There may be little or no reconnaissance information when the task force arrives. They may be faced with a geographic area (several buildings, part of a block, several block area, etc.) with no tangible information as to where to concentrate their efforts. In this case, the decision-making process and size-up of the situation becomes much more complex.

A Task Force Leader (TFL) may use the following rationale, during the first hours of arrival at an assigned location within an affected jurisdiction, if faced with the situation of little or no information.

1. Structure Triage

One or two task force structure triage teams may be deployed into the area in question. As a minimum, a team should be comprised of one Structures Specialist and one
Hazardous Materials Specialist. Each team would conduct a short triage of the buildings in the area. The identification of structure location would be established during the triage process. Refer to the Structure Triage section for the requirements of this operation. This could be conducted simultaneously at the inception of the mission while personnel assess possible sites for the Base of Operations (BoO).

2. **Search and Reconnaissance**

At the conclusion of the rapid structure triage, task force search and reconnaissance teams should be deployed to evaluate each building deemed viable for continued search and/or rescue operations. A search and reconnaissance team is composed of nine task force personnel. Structure and search marking should be performed during this phase and prior to the initiation of rescue operations.

## B. STRUCTURE TRIAGE

The following assumptions relate to the structure triage performed at the task force level:

- If a large area or many buildings were involved, two structure triage teams would probably perform triage. It is imperative that the teams compare assessment criteria before and after triage to assure uniformity.

- There will be some buildings that will have significant hazards so that operations cannot proceed until the hazards are mitigated. These would be given "NO GO" assessments (i.e., structure on fire, collapse hazard, significant hazardous material spill, etc.). Follow-up marking of the structure must occur during the search and reconnaissance phase.

- Triage assessments will be based upon judgements made on rapidly obtained information and should always be subject to a common sense review and adjustment by the TFL and task force supervisory personnel.

- Triage criteria should be re-evaluated after the initial search, in light of live victim locations.

- It is not anticipated that structure marking would occur during the initial triage phase.

## C. STRUCTURE IDENTIFICATION WITHIN A GEOGRAPHIC AREA

A structure triage team is to clearly differentiate buildings in groupings by blocks or jurisdictional areas/sectors. This geographic identification of buildings would be consolidated with the Incident Support Team (IST) and/or at the command post and used to deploy resources. It is imperative that each structure within a geographic area is clearly identified. This identification is important from a technical documentation
perspective. Structure identification has a significant impact on overall scene safety and the safety of task force personnel.

It is important to clearly identify each separate structure within a geographic area. The primary method of identification should be the existing street name, hundred block, and building number. Identification is not always possible due to post-disaster site conditions. In these situations, it is important that the task force personnel implement the following system for structure identification.

This system builds upon the normal pre-disaster street name, hundred block, and building number. As task force personnel establish a need to identify a structure within a given block they will:

Identify each structure by existing street name or building number.

If some previously existing numbers have been obliterated, an attempt should be made to reestablish the numbering system based upon one or more structures that still display an existing number.

The damaged buildings would be assigned numbers to separately identify them as indicated. The front of the structures in question should be clearly marked using International Orange spray paint with the new number being assigned.
If no number is identifiable in a given block, then task force personnel will identify the street name and the hundred block for the area in question based on other structures in proximity to the site in question.

Structures will be assigned the appropriate numbers to designate and differentiate them. The front of the structures in question should be clearly marked using International Orange spray paint with the new number being assigned.

It is also important to identify locations within a single structure.

The address side of the structure shall be defined as SIDE ONE. Other sides of the structure shall be assigned numerically in a clockwise manner from SIDE ONE.
The interior of the structure will be divided into QUADRANTS. The quadrants shall be identified ALPHABETICALLY in a clockwise manner starting from where the side 1 and side 2 perimeter meet. The center core, where all four quadrants meet will be identified as Quadrant E (i.e., central core lobby, etc.).

Multi-story buildings must have each floor clearly identified. If not clearly discernable, the floors should be numbered as referenced from the exterior. The grade level floor would be designated floor 1 and, moving upward the second floor would be floor 2, etc. Conversely, the first floor below grade level would be B-1, the second B-2, etc.

If a structure contains a grid of structural columns, they should be marked with 2’ high, orange letters/numbers and used to further identify enclosed areas. If plans are available, use the existing numbering system. If plans are not available, number the columns across side one starting from the left, and letter the columns from side one to side four, starting with “A” at side one. The story level should be added to each marked column, and be placed below the column location mark. Example: “FL-2” = Floor 2.

D. STRUCTURE TRIAGE

When a task force arrives at their assigned work area, it may be necessary to deploy a structure triage team to assess the affected area. A task force Structures Specialist and Hazardous Materials Specialist should be assigned. The triage would consist of a three-step process:

- The concise identification and location of buildings for reference.
- A rapid assessment of the affected area.
- The identification of potential buildings that require more detailed assessment.

When evaluating an area encompassing many buildings, it is necessary to perform a rapid visual assessment of each building. This assessment should determine the general structural condition, the probable occupancy and whether or not obvious access to the interior exists. During this assessment, the structure triage team will prepare a rough sketch of the general area and identify each building. Assessment forms have been developed to assist in this process.

Once a general sweep and rapid assessment of the assigned area has been completed, the team should consult with task force supervisory personnel to identify a priority for a
more detailed analysis of potential rescue work sites. The following factors should be considered in the determination of priorities for search and rescue operations:

- Occupancy – refers to building use, not the number of occupants.

- Collapse Mechanism – how the building failed will provide an indication of the potential for voids wherein a victim could survive.

- Time of Day – refers to the time of the event that caused the collapse. This is a critical factor when combined with the occupancy type.

- Information from the general public relating to known trapped victims.

- Search and Rescue Resources Available – does the particular building require resources beyond what is readily available to the task.

- Structural Condition of the Building – Can search and rescue operations proceed with minimal stabilization effort?

E. TRIAGE SCORING

The following factors will be evaluated to obtain a numerical score for each structure assessed. The intent of the score is to calculate a figure, where a higher number represents a better risk/benefit ratio. The following categories will be scored:

- Zero occupants probable - a notation of "ZERO" would be written in the score column if the earthquake occurred at a time of day when the type of occupancy contained in the structure was such that the building would have been normally unoccupied. (School rooms on Sunday, retail shops at 6:00 AM, etc.) The Triage Team would then proceed to the next building.

- Total number of potentially trapped victims - this will be assessed knowing the type of occupancy, the floor area of the collapsed (entrapping) structure, the time of day that the incident occurred, and the type of collapse. Table D-1 suggests average totals for the number of occupants for various occupancies:
### TABLE D-1: Number of Potentially Trapped Victims

<table>
<thead>
<tr>
<th>Based upon building area</th>
<th>Occupants</th>
<th>Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public assembly</td>
<td>1 occupant/25 sq. ft</td>
<td>(or 10 - 50 sq. ft)</td>
</tr>
<tr>
<td>Schools</td>
<td>1 occupant/70 sq. ft</td>
<td>(or 50 - 100 sq. ft)</td>
</tr>
<tr>
<td>Hospitals</td>
<td>1 occupant/100 sq. ft</td>
<td>(or 50 - 200 sq. ft)</td>
</tr>
<tr>
<td>Commercial</td>
<td>1 occupant/100 sq. ft</td>
<td>(or 50 - 200 sq. ft)</td>
</tr>
<tr>
<td>Office/government</td>
<td>1 occupant/150 sq. ft</td>
<td>(or 100 - 200 sq. ft)</td>
</tr>
<tr>
<td>Public safety</td>
<td>1 occupant/150 sq. ft</td>
<td>(or 100 - 200 sq. ft)</td>
</tr>
<tr>
<td>Multi-residential</td>
<td>1 occupant/200 sq. ft</td>
<td>(or 100 - 300 sq. ft)</td>
</tr>
<tr>
<td>Industrial</td>
<td>1 occupant/200 sq. ft</td>
<td>(or 100 - 300 sq. ft)</td>
</tr>
<tr>
<td>Warehouse</td>
<td>1 occupant/600 sq. ft</td>
<td>(or 400 - 900 sq. ft)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Based upon type of occupancy:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Schools</td>
<td>25 - 40 students per classroom</td>
</tr>
<tr>
<td>Hospitals</td>
<td>1.5 occupants per bed</td>
</tr>
<tr>
<td>Residential</td>
<td>2.0 occupants per bedroom</td>
</tr>
<tr>
<td>Other/unknown</td>
<td>1.5 occupants per building parking space</td>
</tr>
</tbody>
</table>

The numerical value of this criterion will vary on a scale from 1 to 50 as the number of potential entrapped victims varies from 1 to more than 200.

#### F. STRUCTURE TRIAGE

- **Condition of voids** - this criterion will attempt to assess the degree of survivability of the trapped victims. Open, survivable voids are often found under wooden floor panels that are collapsed into angular, interlocking planes, and in reinforced concrete structures where floors have projecting beam elements, parts of columns/walls and furnishings that hold the slabs apart. Partially collapsed structures may have large triangular blocked avenues or exits. These large voids have the best chance of having surviving entrapped victims. The numerical value of this criterion will vary from 1 to 20.

- **Time required to access victims** - this will be an estimate of the time required to get to the first victim. It should include the time it would take to mitigate hazards, cut through floors, walls, roofs, etc., and to shore and brace the access route as well as appropriate adjacent structures. The numerical
value will vary from 1 (for taking more than one day) to 20 (for taking less than two hours).

- **Chance of secondary collapse** - The numerical value will be represented by a negative number, and will vary between -1 (for low probability) to -20 (for high probability), assuming that the proposed shoring and bracing has been installed.

- **Special occupancy information** - Increased attention will be given to certain types of target hazards, especially those involving children. 25 points will be added to the aggregate score if the occupancy is a school, day care center, hospital, etc. In addition, 5 points should be added for each confirmed live victim that is identified by previous intelligence, search operations, etc.

- **"NO GO" conditions** - These would include structures that are on fire, have significant hazardous material spills or exposures, or otherwise have conditions that would make search and rescue operations too perilous. Buildings with a "NO GO" rating would be expected to be re-evaluated when those conditions were mitigated.

G. TRIAGE ANALYSIS

Once the structure triage team completes the initial information gathering process, the information must be consolidated, summarized, and presented to the task force supervisory personnel for planning and tasking purposes. The TFL and appropriate specialists will then analyze the information and develop an Incident Action Plan.

H. SEARCH AND RECONNAISSANCE

Task force staffing allows for the tasking of two nine-person search and reconnaissance teams. In certain situations, it may be necessary to deploy a search and reconnaissance team to a remote location during the course of a mission.

A task force search and reconnaissance team would be staffed in Table D-2.

<table>
<thead>
<tr>
<th>TABLE D-2: Search and Reconnaissance Team Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Search Team Manager (1)</strong></td>
</tr>
<tr>
<td><strong>Canine Search Specialists (2)</strong></td>
</tr>
<tr>
<td><strong>Technical Search Specialist (1)</strong></td>
</tr>
<tr>
<td><strong>Medical Specialist (1)</strong></td>
</tr>
<tr>
<td><strong>Structures Specialist (1)</strong></td>
</tr>
<tr>
<td><strong>Hazardous Materials Specialist (1)</strong></td>
</tr>
<tr>
<td><strong>Rescue Specialists (2)</strong></td>
</tr>
</tbody>
</table>
The TFL may consider adding additional positions, such as a Safety Officer, to the search and reconnaissance team as appropriate.

The search and reconnaissance team should perform the following operations:

- General area/building search, reconnaissance, and evaluations. Refer to Appendix C – Search Strategy and Tactics.

- Victim location identification. This includes canine, electronic, and physical search operations. Marking the exact location with International Orange spray paint or orange surveyors tape would denote the location of viable victims.

- Hazard identification/flagging. Any type of personal hazard should be assessed and identified, such as overhanging building components, structural instability, secondary collapse zones, hazardous materials, live utilities, etc. Hazard zones should be conspicuously cordoned off with surveyors tape or fire line tape.

- Assess general atmospheric conditions in/around confined spaces or voids.

- Sketch the general search area and note all significant issues.

- Communicate findings and recommend priorities to the TFL.

Specific equipment and materials are necessary to fully support a deployed search and reconnaissance team. This equipment should be segregated and receive priority consideration when a task force cache is being moved to an assigned location. This equipment should be immediately available to deploy one or two teams as soon as possible. The following general equipment and supplies, as a minimum, are required (a complete list of all equipment is identified in the US&R Task Force Equipment Cache List):

- Electric hammer-drills (preferably battery-operated). If not, a small electric generator, fuel, and cord are required).

- Electronic viewing equipment.

- Electronic listening devices.

- Atmospheric monitoring equipment.

- Marking materials (orange spray paint/surveyors tape and fire line tape, etc.).

- Alerting devices (bullhorn for hailing, aerosol horns for emergency signaling).

- Medical gear (physician or paramedic backpack).

- Personal gear (safety equipment, food, water, etc. for each person).
I. TASK FORCE MARKING SYSTEMS

It is imperative that the information derived from a coordinated building triage be consolidated by the task force supervisory personnel to be used to identify operational priorities, and assist with their overall assessment of the event. See Appendix C – Search Strategy and Tactics.

Information gathered by task force personnel must be represented in a standardized fashion to ensure uniformity and clarity. The FEMA US&R Task Force Marking System is identified and divided into two sections:

- Structure/Hazards Evaluation Marking
- Search Assessment Marking.

The Structure/Hazards Evaluation and Search Assessment marking procedures are designed to identify specific information pertinent to each affected building. Each component can be completed independent of the other, although normally the Structure/Hazards Evaluation would be completed first. Symbols will be conspicuously made with spray paint of International Orange color to permanently identify and mark safe entrances to a structure. The Search Assessment findings would be similarly denoted with the same orange spray paint. The two marking systems use differing formats to distinguish between the two as outlined in their respective sections.

It is expected that the task force Structures and Hazardous Materials Specialists on the search and reconnaissance team address the Structure/Hazards Evaluation marking while the balance of the team addresses the Search Assessment marking. The Structure/Hazard Evaluation Form will be used to record critical information regarding building type, framing, occupancy, victim location, hazards, search and rescue access, etc., for each structure. The appropriate structure/hazard mark will then be recorded on the form and on the building.

J. STRUCTURE/HAZARDS EVALUATION MARKING

The Structures Specialist and other task force members as appropriate, will outline a 2' X 2' square box at any entrance accessible for entry into a compromised structure. Aerosol cans of spray paint, International Orange color, will be used for this marking. It is important that an effort is made to mark all normal entry points to a building under evaluation to ensure that task force personnel can identify that it has been evaluated.

Specific markings will be clearly made inside the box to indicate the condition of the structure and any hazards at the time of this assessment. Normally the square box marking would be made immediately adjacent to the entry point identified as safe. An arrow will be placed next to the box indicating the direction of the safe entrance if the Structure/Hazards Evaluation marking must be made somewhat remote from the safe entrance.
The depictions of the various markings are as follows:

- Structure is accessible and safe for search and rescue operations. Damage is minor with little danger of further collapse.
- Structure is significantly damaged. Some areas are relatively safe, but other areas may need shoring, bracing, or removal of falling and collapse hazards. The structure may be completely pancaked.
- Structure is not safe for search and rescue operations and may be subject to sudden additional collapse. Remote search operations may proceed at significant risk. If rescue operations are undertaken, safe haven areas and rapid evacuation routes should be created.
- Arrow located next to a marking box indicates the direction to the safe entrance to the structure, should the marking box need to be made remote from the indicated entrance.
- Indicates that a Hazardous Material (Haz Mat) condition exists in or adjacent to the structure. Personnel may be in jeopardy. Consideration for operations should be made in conjunction with the Hazardous Materials Specialist. Type of hazard may also be noted.

The following information; TIME, DATE, and SPECIALIST ID, will also be noted outside the box at the upper right-hand side. This information will be made with pieces of carpenter's chalk or lumber crayon. An optional method may be to apply duct tape to the exterior of the structure and the detailed information written on the tape with a grease pencil or black magic marker.

K. TASK FORCE MARKING SYSTEMS

All task force personnel must be aware of other Structure/Hazards Evaluation markings made on the interior of the building. As each subsequent assessment is performed throughout the course of the mission, a new TIME, DATE, and SPECIALIST ID entry will be made (with carpenter's chalk or lumber crayon) below the previous entry, or a completely new marking box made if the original information is now incorrect.
The following illustration shows the various components of the Structure/Hazards Evaluation marking system:

![Illustration](image)

7/15/91 1310 hrs.
HM - natural gas
OR-TF1

The depiction above indicates that a safe point of entry exists above the marking (possibly a window, or upper floor, etc.). The single slash across the box indicates the structure may require some shoring or bracing before continuing operations. The assessment was made on July 15, 1991 at 1:10 PM. There is an apparent indication of natural gas in the structure. This evaluation was made by the #1 task force out of the state of Oregon. It should be understood that this building would not be entered until the Haz Mat (natural gas) had been mitigated. When performed, the marking should be altered by placing a line through the “HM”, and adding the time and task force who performed the mitigation. An entirely new mark could also be added when the mitigation is done, or after any change in conditions such as an aftershock.

Marking boxes would also be placed in each of the specific areas within the structure (i.e., rooms, hallways, stairwells, etc.) to indicate conditions in separate parts of the building.

L. SEARCH ASSESSMENT MARKING

A separate and distinct marking system is necessary to denote information relating to the victim location determinations in the areas searched. This separate Search Assessment marking system is designed to be used in conjunction with the Structure/Hazards Evaluation marking system. The Canine Search Specialists, Technical Search Specialists, and/or Search Team Manager (or any other task force member performing the search function) will draw an "X" that is 2' X 2' in size with International Orange color spray paint. This X will be constructed in two operations - one slash drawn upon entry into the structure (or room, hallway, etc.) and a second crossing slash drawn upon exit.

![Symbols]

Single slash drawn upon entry to a structure or area indicates search operations are currently in progress.

Crossing slash personnel exit from the structure or area.
Distinct markings will be made inside the four quadrants of the X to clearly denote the search status and findings at the time of this assessment. The marks will be made with carpenter chalk or lumber crayon. The following illustrations define the Search Assessment marks:

**LEFT QUADRANT - FEMA US&R task force identifier**

**TOP QUADRANT - Time and date that the task force personnel left the structure.**

**RIGHT QUADRANT - Personal hazards.**

**BOTTOM QUADRANT - Number of live and dead victims still inside the structure. ['0' = no victims]**

Search personnel shall use International Orange-colored spray paint to mark the exact location of a victim alert. In addition, surveyors tape may be used as a flag to denote the appropriate area, in conjunction with the spray paint marking.

As with the Structure/Hazards Evaluation, it is important that markings are made specific to each area of entry or separate part of the building. If an area is searched and no victims are found, it must be noted with an X. It is also important that situation updates be noted as they are available, to reduce needless duplication of search efforts. Previous search markings would be crossed out and a new marking would be placed next to it with the most recent information.
A victim location mark will be placed near each victim within each confined space at this time. This will better define the specific location and condition of each victim.

Personnel using the marking system will be inundated with additional information relative to the incident. This information needs to be acknowledged and appropriately disseminated — in most cases this information would not be noted on the structure marking.

Generally, the Search Team Manager will be in a position to pass additional information received on to the appropriate element - rescue, command, medical, technical, etc.

**NOTE:** It is important to clearly identify each separate structure within an area when important information is being disseminated to other operational entities. The primary method of identification should be the existing street name and building number, if known. Obviously, such identification is not always possible due to site conditions. In these situations, it is important that the task force supervisory personnel establish a workable identification method for each specific structure.

**M. VICTIM LOCATION MARKING SYSTEM**

During the search function it is necessary to identify the location of potential and known victims.

The amount and type of debris in the area may completely cover or obstruct the location of any victims.

The victim location marks are made by the search team or others aiding the search and rescue operation whenever a known or potential victim is located and not immediately removed.

The victim location marking symbols should be made with orange spray paint or orange crayon.

The following illustrates the marking system.

---

**Add drawings below**

A large (approximately 2 ft.) “V” is painted near the location of the known or potential victim. An arrow may need to be added next to the “V” pointing towards the victims location if not clearly visible or is not immediately nearby.

Place the US&R Task Force identifier in the top part of the “V”.

Paint a circle around the “V” when the location of a potential victim has been Confirmed either visually, vocally, or by hearing sounds that would indicate a high probability of a victim.
• Confirmation may be done when the victim is initially located or after partial debris removal.
• Confirmation may be done with the use of specialized search equipment such as video or fiber optic cameras.
• A canine alert will normally be considered an unconfirmed victim location, even if the alert is confirmed by a second canine. However, such a confirming canine alert should be interpreted as a highly probable victim location.

Paint a horizontal line through the middle of the “V” when the victim is confirmed to be deceased.

Paint an “X” through the confirmed victim symbol after all victims have been removed from the specific location identified by the marking.

Paint new victim symbols next to additional victims that are later located near where the original victim(s) were removed (assuming the original symbol has been “X”ed out).

The victim location marking symbols and numbers of victims, if known, must be kept on the developing site map during the search of the structure or area. See example below.

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APPENDIX E

TASK FORCE PUBLIC INFORMATION MANAGEMENT
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APPENDIX E

TASK FORCE PUBLIC INFORMATION MANAGEMENT

Urban Search and Rescue operations constitute one of the most complex and difficult activities emergency responders may encounter. The activation and mobilization of FEMA's US&R task forces will occur when a large-scale event overwhelms local and State resources. Events of this type will result in significant media attention. Policy for the FEMA US&R Response System is to establish and maintain an active relationship with all facets of the media. Primary elements of the US&R Response System include FEMA, other Federal agencies, State and local governments, organizations sponsoring FEMA US&R task forces, and other affiliated organizations. These elements must develop and disseminate coordinated public information to the media.

This appendix will outline standard procedures for:

- Activities and preparation for media-related issues prior to a task force mobilization.
- Media interaction for FEMA Incident Support Team (IST) and US&R task forces during all phases of a mission assignment.
- Identification of public awareness materials to support the preparedness and response activities of the FEMA US&R Response System.

A. NON-EMERGENCY ACTIVITIES

In the between activations, it is essential that the FEMA US&R Response System initiate media-related public awareness activities. These activities consist of conducting interviews, briefings, and on-site tours; developing press releases, media advisories, stock photos, and file footage of US&R operations and feature stories; and cultivating contacts with media representatives. FEMA's Office of Emergency Information and Media Affairs, in concert with the FEMA US&R Program Office, and other relevant Federal offices will provide guidance for supplying accurate information to the media.

The agencies sponsoring a FEMA US&R task force should maintain regular communications with the media using the national policy as a guideline, while publicizing and highlighting their local capabilities. In addition to handling media relations for their own emergency services, the sponsoring organization must serve a dual role as a contact with the local media for their task force and an initial contact for the National FEMA US&R Response System.

The FEMA Headquarters Office of Emergency Information and Media Affairs will define the lines of communications and flow of pertinent information to and from the national and local level. Coordination will be adopted in times of disaster or catastrophic emergency.
Responsibilities

The FEMA Headquarters Office of Emergency Information and Media Affairs will prepare or oversee the development of:

- Feature articles highlighting program accomplishments.
- Reference material describing and promoting the Federal Response Plan and the National US&R Response System.
- US&R Program fact sheets, historical background, and briefing books detailing the program history, key talking points, funding issues during mobilization, and chain-of-command information for sponsoring organization public information officials to use when their task force is activated.
- Guidance documents for mission activities to follow during times of mission response.
- Official content about US&R task forces for dissemination via the Internet.

The agencies sponsoring a FEMA US&R task force should:

- Develop internal media procedures to support a task force mobilization including a central point of public information and procedures for family liaison.
- Provide familiarization training for all task force personnel on general media procedures.
- Provide more in-depth training for task force supervisory personnel on media interaction.
- Coordinate public information efforts regarding the FEMA US&R Response System, through FEMA Headquarters Office of Emergency Information and Media Affairs at (202) 646-4600.
- Use FEMA-prepared/formatted program releases or fact sheets that convey the national message; localized to reflect the needs of the sponsoring organization.
- Work with the State and FEMA to facilitate ongoing public awareness of the FEMA US&R Response System.
- Invite the media to appropriate training exercises and develop news stories relating to local US&R incidents.
- Forward requests for media embarkment on Federally supplied aircraft to the FEMA Office of Emergency Management and Media Affairs.
B. SYSTEM IMPLEMENTATION

1. Alert and Notification

When an impending event is imminent or a major disaster occurs, FEMA Headquarters Office of Emergency Information and Media Affairs will notify national media of the following:

- Task forces in the US&R Response System have been alerted through the FEMA regional offices and/or State emergency management agencies.

- Coordination is occurring between the affected State and regional office to determine the need for US&R deployment.

The Office of Emergency Information and Media Affairs will also provide US&R task forces with copies of information issued to the media.

The agencies sponsoring a FEMA US&R task force will:

- Provide facts and answer questions for the local media based upon the information provided to them by FEMA Headquarters Office of Emergency Information and Media Affairs.

2. Activation

When any part of the US&R Response System is activated, FEMA Headquarters Office of Emergency Information and Media Affairs, will:

- Coordinate preliminary public information efforts between FEMA Headquarters Office of Emergency Information and Media Affairs, the affected FEMA region, and the task forces involved.

- Establish a regular process for communications during the incident with the involved organizations.

- Update the national media on the US&R Response System activation.

The public information official of the sponsoring agency activating a task force will:

- Establish a process for regular contact with FEMA Headquarters Office of Emergency Information and Media Affairs.

- Contact local media representatives regarding the activation of the task force.

- Be prepared to respond to media representatives limiting any response to task force-related activities, all other inquiries should be directed to FEMA Headquarters Office of Emergency Information and Media Affairs.
• Establish contact with public affairs officials at the designated Point of Departure (POD). Coordinate national media contacts with FEMA Headquarters Office of Emergency Information and Media Affairs.

• Participate in the task force’s initial briefing at the Point of Assembly or POD.

• Be present at the Point of Assembly and/or POD. Coordinate all media activities and interviews.

• Activate family liaison procedures to update task force members’ families on a scheduled basis.

• Provide assistance and guidance to family members should they be contacted by the media.

C. MEDIA-RELATED INFORMATION FLOW

Information flow related to disaster response activities will be managed and coordinated by FEMA Headquarters Office of Emergency Information and Media Affairs through the National Joint Information Center (JIC) until a local JIC is established in the disaster area. The National JIC will likely continue operating to serve national and international media, the U.S. Congress, and industry in the Washington, DC area. It will retransmit information from the disaster area JIC and will originate information from the seat of government in coordination with the disaster area JIC. At all times, FEMA Headquarters Office of Emergency Information and Media Affairs will continue to coordinate and approve scheduled involvement with national media.

Prior to any transfer of authority, the disaster area JIC must be properly organized and staffed, with procedures and processes in place, and provided with adequate communications for managing the public information activities associated with the respective disaster. Therefore, the disaster area JIC will become the primary point for information collection and dissemination. FEMA Headquarters and other Federal and State organizations will provide the necessary support staff to effectively manage the public information flow associated with the Disaster Field Office (DFO) operations.

FEMA Headquarters Office of Emergency Information and Media Affairs, will provide task force/sponsoring organization public information officials with advance notification on the transition from FEMA Headquarters to the DFO, and vice versa. The notification will include the DFO facsimile and telephone numbers along with any other relevant information. For more information on the JIC operations and relationships, refer to the latest version of the FEMA Emergency Information Field Guide.
Task Forces

All FEMA US&R task force personnel should use the following media interaction guidelines while on mission assignment:

- Any media inquiry made to a task force member should be directed up the task force chain-of-command.

- Identify media representatives from the task force’s home jurisdiction, deploying with the task force.

- Task Force Leaders (TFLs) and team managers should strive to coordinate media interaction within the constraints of the local jurisdiction’s Incident Command Post (ICP) requirements for public information dissemination. The local ICP should have a Public Information Officer (PIO) assigned who will coordinate these issues at the incident.

- The TFL, or their designee, should coordinate information exchange and release between their task force and the FEMA Office of Emergency Information and Media Affairs representative and the local PIO assigned to the ICP. This would include coordination of media activities and access during search and rescue operations.

- Task forces should include information regarding media contacts in their situation status reports to the IST.

- Task force personnel shall not release visual or audio materials of their operations to the media without permission from a FEMA PIO representative.

- Task force personnel should have all material placed on the Internet screened and approved by a representative from the FEMA Office of Emergency Information and Media Affairs or PIO prior to publication. In the absence of FEMA representation, task forces should request permission from the ESF #9 representative in the IST.

At times it may not be feasible to defer media inquiries up the chain-of-command to the local jurisdiction. It is in everyone's best interest to provide accurate information (within the confines of one's job knowledge and responsibility) to the media in a timely manner. Also, the local jurisdiction's ICP and/or PIO may request various task force personnel to assist in media inquiries and interviews during the course of operations. All task force personnel should use the listed guidelines and every attempt should be made to notify the on-site FEMA PIO in advance. Questions beyond the local team’s area of responsibility will be referred to the on-site FEMA PIO representative or IST, as appropriate.
D. DEMOBILIZATION AND RETURN HOME

When a task force is demobilized, FEMA Headquarters Office of Emergency Information and Media Affairs or disaster area JIC, will:

- Continue to coordinate public information efforts regarding the FEMA US&R Response System through the states, regions, and relevant organizations as required to support the overall response and recovery operation and will approve all scheduled national media events.

- Issue news releases, conduct briefings, or provide other appropriate follow-up public information material detailing activities and results of the FEMA US&R task force response effort.

When a task force is demobilized, the public information official from the sponsoring organization should:

- Contact FEMA Headquarters Office of Emergency Information and Media Affairs to coordinate the task force's return schedule and arrival at the original POD. FEMA Headquarters Office of Emergency Information and Media Affairs will in turn inform the respective regional PIOs to provide public affairs support for the return.

- Contact the public information official at the POD to coordinate task force arrival schedule, media attendance, and coordination.

- Coordinate all media activities during task force return, including interviews, photo opportunities, etc.

- Schedule and conduct news conferences with selected task force personnel.

- Coordinate with FEMA Headquarters Office of Emergency Information and Media Affairs concerning what can be released to the local media.

- Collect appropriate news clippings and video footage of task force accomplishments (if appropriate). Significant or extraordinary items should be forwarded to FEMA Headquarters Office of Emergency Information and Media Affairs in a timely manner.

- Review and critique the overall media management and coordination. Develop lessons learned and incorporate into procedures for future improvement.

- Submit recommendations and concerns to FEMA Headquarters Office of Emergency Information and Media Affairs.
Each task force as well as IST members should exercise prudent judgment in the use of photographs and videotape obtained on a mission. Use of these assets can be very beneficial in training situations and making public presentations to validate the task force; however, task force personnel should remember that the outside use of some graphic photographs and video tapes could be disturbing to some civilians and have a negative impact should they be viewed by relatives or friends of the victims of the disaster. This type of documentation should be reserved for official task force internal use. Also, in some instances, copies of all written documentation, photographs, and videotape may be requested by FEMA for use in litigation and other after-effects of the incident.

E. MEDIA MANAGEMENT SUGGESTIONS

1. Interviewing "Do's":
   
   • Ask the reporter's name. Then use it in your response.
   
   • Use your full name. Nicknames are not appropriate.
   
   • Choose the site (if possible). Make sure you are comfortable with the location of the interview. Consider what is in the background.
   
   • Choose the time (if possible). If you would be more comfortable waiting another five minutes, ask the reporter if that's okay.
   
   • Be calm. Your demeanor and apparent control of the situation are very important in establishing the tempo of evolving events.
   
   • Tell the truth.
   
   • Be cooperative. There is an answer to most questions, and if you don't know it now, let them know you will work diligently to determine the facts needed.
   
   • Be professional. Don't let your personal feelings about the media, or this reporter in general, affect your response.
   
   • Be patient. Expect dumb questions. If the same question is asked again, repeat your answer without irritation.
   
   • Take your time. If you make a mistake during a taped or non-broadcast interview, indicate that you would like to start over with your response. If appearing live, just start over.
   
   • Use wrap-around sentences. This means repeating the question with your answer for a complete "soundbite."
   
   • Present a professional appearance.
2. Interviewing "Don’ts":

- Say "no comment."
- Give your personal opinion. Stick to the facts.
- Go off the record. Anything you say can and will be used against you.
- Lie. To tell a lie unintentionally is a mistake. To intentionally tell a lie is stupid.
- Bluff. The truth will come out.
- Be defensive. The media and their audience recognize a defensive attitude and tend to believe you're hiding something.
- Be afraid. Fear is debilitating and is not a characteristic you want to portray.
- Be evasive. Be up front on what you know about the situation and what you plan to do to mitigate the incident.
- Use jargon. The public is not familiar with much of the language used in the US&R field.
- Confront. This is not the time to tell a reporter how much you dislike the media.
- Try to talk and command an incident at the same time. You won't do either well.
- Wear sunglasses.
- Smoke.
- Promise results or speculate.
- Respond to rumors.
- Repeat leading questions.
APPENDIX F

TASK FORCE ENGAGEMENT AND DISENGAGEMENT PROCEDURES
APPENDIX F

TASK FORCE ENGAGEMENT AND DISENGAGEMENT PROCEDURES

The actions taken by the task force supervisory personnel as the task force begins or ends an activation are extremely important for the effective operation of the task force. A local jurisdiction may feel a task force is there to supplant the local emergency effort. Incident Support Team (IST) members should arrive ahead of the task forces and liaise with the local officials concerning where the assistance can be most beneficial. If the scope of the incident prohibits the IST from a personal meeting at each incident site, the IST should liaise at a regional level and the information passed down through the local chain-of-command to the incident commanders. This also includes educating the local point of contact on search and rescue, medical capabilities, and the needs of the task force operating in their jurisdiction. A critical element the IST must address prior to task force operations commencing is to determine and document the exact objectives of the task force, agreed upon by the local jurisdiction and the IST or individual task force leaders in the absence of the IST. This should be in the form of a signed document by an ESF #9 representative and a representative from the local jurisdiction. The documentation of the objectives in the early stages of an incident will allow for a smooth engagement and disengagement at the conclusion of the incident.

A. ENGAGEMENT OPERATIONS AT THE WORK SITE

When the task force arrives at the work site, the Task Force Leader (TFL) should meet the person in charge of the locale, site, or structure. The local Incident Commander (IC) should be aware of the arrival time and capabilities of the task force from previous arrangements with the IST. [If not, the TFL should present copies of the Task Force and Medical Team Fact Sheets to them. The Fact Sheets are designed to allow the IST or task force management to provide a quick overview to local officials of the task force concept and allow the local emergency responders to decide quickly where the task force can best assist the rescue efforts. Both fact sheets are attached to this Appendix.] The one important item that needs quick resolution is the understanding of the command structure and operational system by which the incident will be managed including task force reporting requirements to the IC through the IST.

At the earliest opportunity a full briefing should occur between the task force management, the IST, and the local incident management. This briefing should cover incident objectives; task force responsibilities; and the agreement on, and interaction with, local rescue personnel. The TFL should remember that the incident belongs to the local rescuers and the US&R task forces are there to provide technical assistance. In some cases, the local officials may desire to continue to manage the incident directly and request task force assistance where they feel it is necessary. In other cases, the local effort may request the task force take over the complete management of the incident. The operation may be a combined effort with the local officials providing personnel and supporting equipment and the task force providing technical expertise and specialized equipment. The TFL should expect that the local jurisdiction would want
their personnel to participate at some level. The TFL must maintain harmony with the local effort.

One way to accomplish this is to assign local jurisdiction personnel to work with each rescue squad or other task force functional groups. This allows for participation of all rescue personnel and maintains the US&R expertise and continuity of the squads. This requires constant attention from all task force supervisory personnel to ensure it does not negatively impact the overall operation.

As the task force is integrated into the incident operations, task force management should request information on rescue activities, including:

- On-going local efforts.
- Time and day of incident.
- Building occupancy and activities when incident occurred.
- Special considerations (age, impairments of occupants, etc.).
- Known location of trapped victims.
- Areas previously searched and result.
- Number and names of known victims removed, located, and/or missing.
- Initial collapse pattern and additional collapses from after-shocks, explosions, etc.
- Any attempted/installed shoring.
- Any attempted/viable access routes already determined.
- If structure been monitored by mechanical means (transit/theodolite).

While the task force begins search and rescue activities, other search and technical personnel should review blueprints, building plans, maps, and other related technical documents for the area affected to assist in the development of an operational plan.

Survivors should be questioned about where they were at the time of the incident as well as provide information on the location of others still missing when the event occurred. A document should be developed showing the locations of all known persons by name in the area at the time of the incident. From this information and from determining where bodies and survivors were located, areas of potential search should be established. It should be possible to estimate where people are located in the rubble from grouping people who were together at the time of the incident and from survivors providing information on where they last saw others. Geographic Information Systems (GIS) mapping capability can be used to develop detailed drawings of the affected area, including damage, and the potential location of victims. GIS capability can be requested through the local IC or through the IST if not available locally.

Early in the operational planning phase, the task force should obtain information on known risk and hazards and factor them into the search and rescue planning, including:
• Storage and use of hazardous material, explosives, and chemicals.
• Secondary threat potential.
• Known structural features, including elevator shafts, duct channels, and stairwells.
• Other known structural elements that are unsafe.

In order for the search and rescue operations to be accomplished efficiently, there are a number of actions that must be addressed in the early stages of the operations. These are primarily designed to ensure safe and productive interaction between the local rescuers and the task forces. They are:

• Establish and publish a chain-of-command.
• Review emergency signaling and evacuation procedures with task force and local rescue personnel.
• Ensure that a communication plan is published for all personnel on scene.
• Ensure task force personnel wear the appropriate identification vests.
• Determine when possible, scope and authority of others during the operations on-site including, police, local politicians, media personnel, volunteers, and anyone who has access to the site.
• Develop the medical plan.
• Develop procedures on body recovery and processing.

B. DISENAGEMENT FROM WORK SITE

The disengagement of the task force from the incident has numerous tasks that must be undertaken prior to leaving the site. There are two types of disengagement scenarios that can occur.

1. Task Force Replaced By Another

It is extremely important that each off-going team position meet face-to-face with its on-coming counterpart and relate all pertinent information about the operation. This will ensure that a smooth transition takes place and there is no significant loss of time or productivity during the change. Information to be transferred when a task force is relieved by another task force, or by local responders, should include:
• Location and status of present work sites.

• Location of possible victims developed during the operational period.

• Status of health and safety considerations for the operation.

• Priorities for the upcoming operational period.

• Any significant changes in the operational plan of action for the upcoming operational period.

• Any changes in the resources supporting the operation.

2. Mission Completion

At this time, the IC will decide if the task force is required elsewhere in the immediate region or it can return to the staging or mobilization center for reassignment or demobilization. The IST should ensure that the local IC is satisfied with the results of the operation and there are no other objectives to be accomplished. This will preserve the integrity of the US&R Program and its credibility as an asset for major disasters. The local IC should report through its command structure that the task force mission is complete. The IST will coordinate through the local, region, or State contacts the reassignment of the task force. If the task force is no longer required, the IST will demobilize it and arrange for transportation to its home jurisdiction.

Other items that require attention prior to the task force leaving the work site at the completion of a mission are, but not limited to:

• Ensure all marking systems are updated.

• Ensure known locations of unrecovered bodies are identified.

• Ensure all documentation is complete.

• Provide appropriate briefings as directed by the IST.

• Ensure all known risk hazards (i.e., temporary shoring collapse potential, etc.) are properly mitigated or identified.

• Ensure accountability of all task force equipment and supplies.

• Clean up debris/trash associated with team operations.

• Ensure the proper disposal of all gray water, excess gasoline, oil, or other environmentally harmful substances.
URBAN SEARCH & RESCUE TASK FORCE FACT SHEET

TASK FORCE NAME: __________________________________________

COMPOSITION

- 62-person tactical unit for search and rescue operations.
- Multi-disciplinary organization:
  - Search element
  - Medical element
  - Rescue element
  - Technical support element
  - Command element.
- Totally self-sufficient for the first 72 hours of operation.
- Full equipment cache to support the task force's operations.
- Supported by FEMA sponsored Incident Support Team.

CAPABILITIES

- Capable of round-the-clock search and rescue operations (two 12-hour shifts).
- Search operations:
  - Physical
  - Canine
  - Electronic.
- Rescue operations in various types of structures:
  - Wood frame
  - Steel frame
  - Unreinforced masonry
  - Reinforced concrete.
• Sophisticated medical treatment capabilities limited to:
  ◊ Injured task force members
  ◊ Initial treatment of victims encountered during operations.

• Technical support capabilities for task force operations:
  ◊ Structural integrity assessments
  ◊ Liaison with heavy equipment/crane operators
  ◊ On and off site communication capabilities within task force, the Incident Support Team, and the local jurisdiction
  ◊ Hazardous materials assessments.

**TASK FORCE SUPPORT REQUIREMENTS**

• Transportation
  ◊ Vehicles/aircraft needed for the movement of the task force and cache
  ◊ Medical transport required for extricated victims
  ◊ Evacuation required for any injured task force member.

• Communications
  ◊ The task force's radios are set to frequency
  ◊ It would be advantageous to provide the task force with a radio from the host jurisdiction
  ◊ Reporting requirements need to be identified (how/when)
  ◊ Secure communications with the medical transport and to member evacuation systems.

• Initial strategic/tactical briefing
  ◊ If available, copies of past/current/future Incident Action Plans should be provided
  ◊ Strategic/tactical assignment clearly identified for the task force.

• Media considerations
  ◊ The local jurisdiction's Public Information Officer (PIO) should be identified
  ◊ The local jurisdiction's media procedures (info release, interviews, etc.) should be identified.

• Appropriate area maps, building plans or other information should be provided.
TASK FORCE MISSION CAPABILITIES FACT SHEET

FEMA US&R task forces are capable of providing the following additional actions when dispatched to hurricane or typhoon, tornado, or flood emergencies:

**US&R OPERATIONS**

- Conduct physical search and rescue operations in damaged/collapsed structures.
- Provide emergency medical care to disaster response personnel.
- Provide emergency medical care to the injured.
- Reconnaissance duties - assess damage and needs and provide feedback to local, State, and Federal officials.
- Assess/shut off utilities to houses or buildings.
- Assess hazardous materials surveys/evaluations of affected areas.
- Conduct structural/hazard evaluations of government/municipal buildings needed for immediate occupancy to support disaster relief operations.
- Assist in stabilizing damaged structures, including shoring and cribbing operations, on damaged buildings as required.

**CITIZEN ASSISTANCE/OUTREACH**

- Direct citizens to available response/recovery services such as medical, food, water, shelter, etc., once established.
- Distribute tarps, sheeting, and furring strips to occupants of damaged dwellings.
- Assist homeowners/occupants in securing their property from the effects of weather, looters, etc.

**ASSISTANCE TO LOCAL EMERGENCY RESPONSE PERSONNEL**

- Assist local emergency response personnel in coordination of their response efforts.
- Assist in the establishment of emergency communications links.
• Clear streets, highways, airports, and government support facilities of trees and debris.

• Mark/identify streets and buildings.

• Manage, direct, and train local volunteers and first responders in basic US&R operations.

• Provide medical treatment information to local physicians on disaster-related injuries such as crush syndrome.
URBAN SEARCH & RESCUE TASK FORCE
MEDICAL TEAM FACT SHEET

TASK FORCE NAME: __________________________________________

COMPOSITION

• The medical component of the task force is comprised of six personnel.

• Organization:
  ◊ Two Medical Managers (emergency physicians)
  ◊ Four Medical Specialists (CCT/Paramedic/RN-qualified).

• Totally self-sufficient for the first 72 hours of operation.

• Full medical equipment cache to support the Medical Team's operations.

CAPABILITIES/LIMITATIONS

• Designed to provide sophisticated (and possibly prolonged) pre-hospital and emergency medical care.

• Medical Team treatment priorities:
  ◊ First – Treatment of task force members (and support personnel)
  ◊ Second – Entrapped victims directly encountered by the task force
  ◊ Third – Treatment of task force canine
  ◊ Fourth – Others as practical.

• It is not the intent of the Medical Team to be a freestanding medical resource at the disaster site.

• Capable of round-the-clock operations (two 12-hour shifts).

• Comprehensive medical equipment cache designed to support:
  ◊ 10 critical cases
  ◊ 15 moderate cases
  ◊ 25 minor cases.
• It is expected that task force "fixed asset" medical equipment (i.e., defibrillators, monitors, ventilators, etc.) will not leave the rescue site with any patients but will be maintained for the continued protection of the task force members.

MEDICAL TEAM SUPPORT REQUIREMENTS

• Transportation
  ◊ Medical transport required for extricated victims.
  ◊ Evacuation required for any injured task force member.

• Communications
  ◊ Reporting requirements to the Incident Command Post/other.
  ◊ Secure communications with the transport systems listed above.

• Medical hand-off procedures for victims
  ◊ Type of triage tags being used
  ◊ Exchange of assets (backboards, splints, etc.), If necessary
  ◊ Procedures for handling deceased victims.

• Designated local medical liaison for special medical needs (EMS medical director or equivalent).
APPENDIX G
CACHE PACKAGING AND SHIPPING REQUIREMENTS
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APPENDIX G

CACHE PACKAGING AND SHIPPING REQUIREMENTS

Urban Search and Rescue operations are complex and require a variety of specialized tools and equipment to function effectively in the disaster environment. A comprehensive equipment cache must be efficiently packaged, maintained, and transported to facilitate effective disaster operations.

In order to meet the 6-hour departure requirement, all tools, equipment, and supplies should be containerized for rapid deployment. The packaging for the task force equipment cache should be of a modular design to provide the task force and transporters (either military or civilian) options for the handling of the equipment, either manually or mechanically. Palletizing the cache will facilitate easier movement by mechanical means without compromising the alternative of manually loading or unloading the equipment cache when necessary.

It is important that acceptable standards are set for all FEMA US&R task force caches. This standardization will promote more efficient management and transportation of any or all task force caches during large scale disaster mobilizations.

A. CACHE PACKAGING STANDARDS

The following general standards are required for FEMA US&R task force caches:

- The cache is essentially divided into five separate elements. Color-coding will expedite the sorting of containers during mobilization and on-site activities. To ensure uniformity in marking containers, the following colors will be used to denote the various elements:
  ◊ RESCUE red
  ◊ MEDICAL blue
  ◊ TECHNICAL yellow
  ◊ COMMUNICATIONS green
  ◊ LOGISTICS white.

- The ability to rapidly identify and package tools and equipment is necessary to efficiently deploy and track cache items, as described in Appendix H – Task Force Property Accountability and Resource Tracking System. This process is facilitated by stenciling the following information on the lid and two adjacent sides of each container:
  ◊ Inventory number of container
  ◊ Unit name
  ◊ Weight of container and contents
  ◊ Color-coded stencil of the equipment category.
The following is an example:

```
CLARK COUNTY
NV-TF1
RESCUE
#18  78 LBS
```

- In order to ensure security, expedite palletizing and avoid unnecessary damage to cache items, all containers should meet the following requirements:
  - Constructed of high-impact material
  - Weatherproof
  - Provided with handles (retractable handles recommended)
  - Provided with stackable corners
  - Provided with fasteners to prevent accidental opening
  - Gross weight of container and contents should not exceed 150 pounds
  - No rolling stock (vehicles).

  NOTE: containers provided by equipment manufacturers might prove most suitable.

- The packaging of tools and equipment into containers should be done not only for ease of handling during transport, but also with operational considerations in mind. For example, instead of packaging all floodlight fixtures together in one container until the weight limit is reached, Logistics Specialists should package lighting kits in a container or series of containers. These kits would include all the necessary components to place floodlights in service at a work site, including fixtures, tripods and stands, spare bulbs, and extension cords. This kit concept should be applied, when possible, to all categories of tools and equipment.

**B. CACHE MOVEMENT**

Task force supervisory personnel and Logistics Specialists must plan for ground and air transportation requirements according to the cubic space and gross weight of the entire cache, including personal gear (consisting of two bags, for a total maximum weight of 60 pounds per person) for:

- Size and number of trucks - for ground transport of the cache to the Point of Departure (POD) and return home after assignment.
• Size of aircraft - for air transport to and from the mobilization center.

• Exterior cargo transport requirements, including transport by helicopter sling load.

• Size and number of vehicles - for all on-site ground/air transportation needs.

C. GROUND MOVEMENT

Usually, ground transportation during mobilization, to and while on-site, will require manual handling and loose loading of cache containers. Adhering to the container weight and size limitations will ensure overall manageability of the cache and is of paramount importance.

The sponsoring organization is responsible for the assembly, management, and movement of the cache from its home jurisdiction to the POD during mobilization. This requirement should be fully defined, preplanned, and exercised prior to any actual mobilization. The following issues, should be addressed:

• Process for assembling and packaging all cache tools, equipment, and supplies (should the items not be maintained as a "stand alone" cache).

• Process for identifying, procuring, and packaging perishable or short shelf-life items (i.e., batteries, food supplies, water, fuels, etc.).

• Process for generating an inventory of all cache items as the cache is assembled.

D. AIR MOVEMENT

While the Department of Defense is responsible for providing air transportation from the POD to mobilization center and back, the actual aircraft used may be military or civilian contract aircraft. While the latter may have to be manually loaded in lower cargo holds, military aircraft will require palletization of all cache containers and personal equipment. **No vehicles are authorized to be moved with the cache.**

Task force Logistics Specialists should identify the weight and volume of all containers, equipment, and supplies in the cache prior to a mobilization. This information, coupled with the clear marking of containers and enforced weight limitations on personal equipment, will allow specific design drawings to be made for single or multiple-pallet loading of the cache. These should be prepared and updated as needed prior to a mobilization. This effort will expedite loading and processing pallets at the POD during an actual mobilization.

When initiating the load planning process, contact with the assigned Air Force deployment center can provide assistance in obtaining pertinent Air Force regulations and required forms. Airlift Command Element (ALCE) personnel will answer any
questions regarding the regulations, provide instruction on how to load pallets, and assist in conducting deployment training and exercises.

Prior coordination with the military authorities enables delivery of the cache to the POD with equipment prepared, per Air Force regulations, and all paperwork properly filled out. A key byproduct of this process is a mutually supportive working relationship between the task force and military airlift personnel.

Specific Air Force regulations regarding the air transport of hazardous materials are contained in Air Force Regulation (AFR) 71-4. Essentially, the transport of hazardous materials which are common to a US&R cache is not an issue with the Air Force; the regulations simply specify how the equipment must be prepared, documented, and loaded for flight. Air Force regulations governing required paperwork for airlifting of the cache are included in AFR 76-6. Again, all required documents can be filled out for final approval by the loadmaster prior to a mobilization. ALCE personnel can give you invaluable assistance. The following forms pertain:

- **AF 2279** Pallet Information Form, two are required per pallet.
- **DD 1385** Cargo Manifest Sheet, listing each pallet by pallet number, with a very general description of the load.
- **DD 1384** Transportation Control and Movement Document, indicating the general description of the contents of each container on the pallet.
- **DD 2131** Passenger Manifest, lists all team members.
- **DD 2133** Joint Airlift Inspection Record, finalized during the final load inspection of the Load master.
- **Shipper's Declaration for Dangerous Goods**, indicates the hazardous materials carried in the cache.

**E. AIRCRAFT LOADING**

**1. Loadmaster Requirements**

Military loadmasters (or civilian cargo handlers) will assume responsibility for the supervision of loading all personnel, cache tools, equipment, and supplies on the aircraft. Task force Logistics Specialists, as well as other task force personnel, may be required to assist in the procedure.

Air Force cargo pallets used in military transport aircraft including C-130, C-141, and C-5A, meet the following standards:

- Measure 104 inches by 84 inches
- 7,500 pound maximum load limit per pallet
• Load height not to exceed 70 inches for each pallet.

The following requirements should be addressed when assembling the cache for aircraft loading:

• All compressed cylinders must be stored together upright, with valves padded.

• Lithium and titanium batteries are to be documented and loaded with other hazardous materials.

• Terminal leads of equipment batteries must be disconnected and taped. The battery must be securely mounted, with no fluid leaks or cracks in the case.

• Generators and gasoline-powered equipment must have fuel tanks drained and purged.

• Spare fuel for equipment must be in Department of Transportation-approved containers or in military jerry cans, with a five-gallon maximum capacity per can. Each can is to be filled to the top seam, or one inch below the filler neck, and have a serviceable cap and seal. The total load of spare fuel is not to exceed 40 gallons.

While keeping load weight in mind, equipment must be grouped on pallets in case some containers or an entire pallet are jettisoned out the rear of the aircraft due to an in-flight emergency. Personal equipment should go on the first pallet loaded onto the aircraft, as this pallet will be placed in the forward section of the cargo area. Hazardous materials should be packed on a single pallet which will be loaded last in case it would need to be jettisoned during flight. Compliance with pertinent Air Force regulations places the hazardous materials at the rear of the aircraft and makes them easily identifiable and accessible to military flight personnel.

2. Priority for Mission

Coupled with the aircraft loadmaster’s requirements for the loading and placement of cache items (especially hazardous materials) on the aircraft, consideration must be given to the prioritization and placement of cache tools, equipment, and supplies that will be needed at the beginning of a mission. A FEMA US&R equipment cache is a substantial and diverse collection of items. As the cache is off-loaded from the transport aircraft, an effort should be made to segregate specific tools, equipment, and supplies that would constitute the first priority shipment, along with appropriate personnel, into the disaster site should the total cache be sent in waves instead of all together in a single movement.

Within the constraints imposed by the loadmaster requirements, the following considerations should be given to segregating and loading tools, equipment, and supplies that will be needed early in the mission:
• Priority should be given to a selected combination of technical and rescue gear. These two categories interrelate, as technical equipment enables the location of potential live victims during the critical first hours when the task force arrives at the disaster site.

• As necessary, some elements of the communications section of the cache should comprise part of the first priority shipment into the disaster site to allow initial personnel to begin operations. This equipment plays a key role in initial reconnaissance, search, and rescue activities.

It is felt that personal gear and supplies are not considered essential equipment during the first phases of a mission. All personnel should maintain a small personal kit or daypack to keep essential personal and safety gear with them at all times. The bulk of the personal gear will not be necessary for the first eight to twelve hours of a mission.

It may be appropriate for the task force supervisory personnel and Logistics Specialists to develop a task force "starter kit" - one or more packaging containers (conspicuously identified) that comprise the tools, supplies, and equipment needed for initial operations. **It is important that, when the aircraft is originally loaded at the POD, the "starter kit" should not be loaded on the last (hazardous materials) pallet on the aircraft.** In the event of a pallet jettison, the starter kit elements should not be lost.

3. **Rapid Deployment Pallet**

During pallet build-up and aircraft loading prioritization, consideration should be given to placing certain equipment onto a rapid deployment pallet. This pallet is a military pallet loaded with the essential rescue or search and reconnaissance equipment to allow for immediate task force operations. This pallet is designed to be slung from a helicopter and transported quickly to a work site with a small cadre of personnel and ahead of the full cache, which in most cases will require ground transportation. It should be designed to allow the accompanying personnel to begin an immediate rescue operation, reconnaissance of a specific area, or perform another specific function. The rapid deployment pallet should be a maximum of 4,000 pounds and not be more than four feet in height to allow for helicopter operations. It should be loaded in priority layers so that equipment carried may be altered quickly, depending on the mission to which it is deployed.
APPENDIX H

TASK FORCE PROPERTY ACCOUNTABILITY AND RESOURCE TRACKING SYSTEM
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APPENDIX H

TASK FORCE PROPERTY ACCOUNTABILITY AND RESOURCE TRACKING SYSTEM

A. INTRODUCTION

The task forces comprising the FEMA Urban Search and Rescue (US&R) System rely on the availability and readiness of appropriate tools and equipment to support disaster rescue operations. A comprehensive property accountability system is essential for ensuring that equipment readiness is maintained. Also, a process-oriented resource tracking system is essential for maintaining maximum operational capability during mobilization and mission operation.

A system for accountability must be developed before any mobilization to ensure cache readiness. Ongoing maintenance and exercise (mechanical operation) of the cache tools and equipment must be assured for operational readiness between mobilizations. As such, there must be an organized system of equipment inventory, maintenance, and routine operation to ensure that the cache is ready for immediate response.

The resource tracking system used on the disaster site must be efficient and comprehensive. Specialized or limited-supply items must be shared by different elements within the task force. Their availability and location must be tracked throughout the mission for maximum benefit.

The task force Logistics Specialist position has primary responsibility for property accountability and resource tracking during the mobilization, mission operation, and demobilization phases. This position tracks, distributes, maintains, and accounts for all tools and equipment for the task force (see Logistics Specialist Position Description and Operational Checklist).

This appendix outlines the general property accountability and cache maintenance procedures required to maintain optimum readiness between missions. This would include periodic inventory checks, equipment test and exercise, and training requirements. Secondarily, accountability procedures are required for all phases of a mobilization, from the cache storage site to the Point of Departure (POD), through the mobilization center receiving the task forces and ultimately to the assigned disaster site. This process is duplicated in reverse for either task force reassignment or demobilization.

In addition, procedures for on-site cache set-up, security and storage requirements, resource issue and tracking, maintenance and repair, and property liability are addressed.

B. CACHE DEVELOPMENT

All tools, equipment, and supplies that comprise the extensive US&R cache have been identified and listed in the document titled US&R Task Force Equipment Cache List. The items identified are based on supporting the 62-person task force for total self-sufficiency and operational capability for a minimum of 72-hours. The cache has been
subdivided into five categories – rescue, medical, technical, communications, and logistics. The organization sponsoring a FEMA US&R task force assumes responsibility for the storage, inventory, and maintenance of the cache as outlined in their respective Memorandum of Agreement (MOA) with FEMA.

The determination of the cache storage location is the responsibility of the sponsoring organization and should give consideration to accessibility for routine inventory and maintenance, as well as proximity to major highways and departure airports to support speed of mobilization. Equipment packaging should be of modular concept with containers of appropriate size and weight to facilitate manual movement. The size, weight, box number, volume required (in cubic feet), and contents must be stenciled on the outside of each container. Palletizing of the cache will expedite movement by mechanical means without compromising its ability to be moved manually when necessary.

All supplies, tools, and equipment must be kept in a secure area. All equipment will be boxed, tagged, labeled, and kept ready for immediate deployment. The target mobilization time frame (from time of notification) is 6-hours to the POD (departure airport). A requisition system for the immediate purchase of items with limited shelf life (i.e., food, medicines, batteries, etc.) that cannot be stored with the cache should be established and must conform to the established mobilization time frame.

C. NON-MISSION CACHE MANAGEMENT

The inventory procedure for all phases of cache management will use computer generated and maintained inventory databases. Hard copy printouts will constitute back up procedures for the inventory process (see Attachment A). The inventory database will be updated as required for equipment additions, deletions, or repairs. All data for routine checks, exercise, and maintenance will also be entered electronically, as soon as possible, to maintain accurate records. It is imperative that a strict data back-up system is maintained with information stored on hard disk and/or floppy disk media.

It is recommended that the equipment cache be inventoried at intervals of at least every six months, or more frequently at the discretion of the sponsoring organization. The sponsoring organization should identify an individual - a cache manager - to assume responsibility for the routine inventory, maintenance, and inspection of the cache during non-mission periods. Notations of inventory, exercise, maintenance, and repair should be made on the hard copy inventory list at the time of the routine cache inventory. This information would subsequently be updated on the electronic database as soon as possible. The annotated hard copy inventories should be filed, after the electronic inventory is updated, to provide an historical record of cache management.

Coinciding with the cache inventory, all necessary tools and equipment checks, maintenance, and exercise should be performed. Items with limited shelf life (i.e., batteries, food, medicines, etc.) that are stored with the cache should be in an accessible area and evaluated. A system for tracking shelf life and rotation of stock must be addressed.

In accordance with the respective MOA between FEMA and the sponsoring organization, the cache may be used for local training sessions and emergency
operations. All issues associated with these uses, including the costs for repair or replacement of cache items, is the responsibility of the sponsoring organization.

D. CACHE DEPLOYMENT

The logistics personnel are responsible for the accountability, inventory, and tracking of all cache items during mission operation. The logistics personnel will inventory all boxes, kits, tools, and equipment at mobilization to ensure that the database is correct. The Logistics Specialist, as a member of the task force Technical Team, will report any deficiencies to the Technical Team Manager.

The logistics personnel will coordinate the safe movement of equipment from the cache storage location to the POD, and then from the mobilization center through to the assigned work site and base of operation. The logistics personnel must work closely with the aircraft loadmaster if necessary. Any loss or damage in transit will be reported to the task force managers as previously noted. All pertinent inventory information must be noted on the inventory hard copy list and updated on the electronic database as soon as practical.

Conversely, the coordination and movement of cache equipment for either task force reassignment or demobilization must be tracked by the logistics personnel. A complete inventory and status check must be performed as the cache is readied for transport from the assigned work site to either a new assignment or return through the mobilization center and back to the POD. All pertinent inventory information must be noted on the inventory hard copy list and updated on the electronic database as soon as practical.

Post-mission inventory and status check procedures are extremely important. All items must be inventoried, cleaned, overhauled, and checked for damage prior to return to storage. This information must be transferred to the inventory database. In addition, a shortfall and cost summary must be completed and forwarded to FEMA outlining all items expended, damaged, or lost during the mission. This information will be sent to FEMA within 180 days of return from the mission. FEMA will incur all costs associated with the resupply and rehabilitation of the cache for FEMA-sanctioned missions.

E. RESOURCE TRACKING

The efficient tracking of resources in the cache during a mission is extremely important. Cache security will be the responsibility of the Logistics personnel from the time of deployment throughout the course of the mission. Specific disaster situations will present different security problems that must be worked out with the jurisdiction receiving assistance. Coupled with this requirement is the organization of the cache and sheltering of sensitive or perishable items.

The cache is quite comprehensive with significant quantities of items. The limited cache resources must be shared on the disaster site. Special tools or equipment might be required in more than one area of the disaster site. The logistics personnel must track where and to whom equipment is issued and ensure its return when finished.
Cache tracking systems are at the discretion of the task force. As a back-up system, a manual "T-Card" tracking system will be used. Each separate box, kit, tool or equipment will have a separate card that will list all pertinent information about the item (see attachment B). An identical copy of this card will be kept with the logistics personnel for tracking purposes.

The T-Card system will be color coded for each cache subdivision as follows:

- Rescue Red
- Medical Blue
- Technical Yellow
- Communications Green
- Logistics White

Equipment and supplies must be marked with a corresponding color stripe. That is, all items in the rescue subgroup should display a conspicuous red stripe.

The name of the person receiving equipment, and the location where it will be used are recorded on the T-Card. This T-Card is then placed in the Equipment Issued file for tracking. Should other task force personnel request the use of the same item, its location can be identified and its availability determined. All information included on the T-Card is also entered on the computer printout.

**F. PROPERTY LIABILITY**

The following liability process will cover all US&R activities such as training sessions, simulation exercises, and disaster responses.

The term "non-expendable property" normally includes high-cost tools and equipment such as generators, radios, power tools, medical, and technical equipment. The term "expendable property" normally includes items such as gloves, batteries, food, medication, etc. The term "personal property" includes any items that are taken to the disaster by task force members that are not provided by FEMA or the sponsoring organization, such as cameras, radios, binoculars, etc.

Written statements shall be provided to the Task Force Leader (TFL), sponsoring organization, and FEMA explaining the reason for any non-expendable items lost, damaged or destroyed, regardless of the circumstances. This should include a statement of the events contributing to the loss or damage and recommend corrective actions, if appropriate.

The cost for repair or replacement will be charged to the appropriate entity that initiates the use of the cache (i.e., FEMA, State agency, local jurisdiction, etc.) for any use including training, simulation exercises, and disaster response. During the restocking process, expendable item shortages will be identified, reordered through the proper channels, and charged to the appropriate agency initiating the activity.

During a large-scale disaster, some items in the cache may prove beneficial to the ongoing relief effort after the task force demobilizes and returns to their jurisdiction. The decision to approve leaving US&R cache items, and to whom, will be made by the
appropriate FEMA official at the Disaster Field Office, in conjunction with the Incident Support Team (IST) and respective TFL and representatives from the affected local jurisdiction. It will be the responsibility of the TFL and the Logistics Specialist to ensure that proper documentation of such, including the names of the officials approving the transfer, is completed. The cost for replacement of these items will be borne by FEMA and must be identified in the shortfall/cost summary submission that is subsequently submitted.

Authorization for task force members taking personal property must be obtained in writing from the appropriate FEMA official prior to departure. Only personal property that supports a legitimate task force activity will be considered. FEMA will then assume responsibility for personal property that is lost or damaged as outlined in the written authorization. Items taken by team members without prior written approval that are lost or damaged are the responsibility of the individual team member.

ATTACHMENT A - SAMPLE COMPUTER PRINTOUT ENTRY

Box 23  K12 Saw
Total Weight 43 pounds, 30" X 20"
# of Cubes = cubic feet
K12 Saw, Model # 3B, Serial # XY1234
Weight 23 Pounds, 28" X 14"
Blades (2), Carbide Tip
Weight 5 Pounds, 12" X 12"
Blades (2), Composite
Weight 4 Pounds, 12" X 12"
Wrench, open end, box-type
Part # 3026, Weight 18 oz, 6" x 2"
Fuel Can, One Gallon,
Weight 3 Pounds

ATTACHMENT B - SAMPLE T-CARD

Box 23  K12 Saw
Total Weight 43 pounds, 30" X 20"
# of Cubes = cubic feet
K12 Saw, Model # 3B, Serial # XY1234
Weight 23 Pounds, 28" X 14"
Blades (2), Carbide Tip
Weight 5 Pounds, 12” X 12”
Blades (2), Composite
Weight 4 Pounds, 12” X 12”
Wrench, open end, box-type
Part # 3026, Weight 18 oz, 6” x 2”
Fuel Can, One Gallon,
Weight 3 Pounds

**EQUIPMENT ISSUE**

To Whom:           Where:        Initials:      Returned:
APPENDIX I

TASK FORCE

COMMUNICATIONS

PROCEDURES
APPENDIX I

TASK FORCE COMMUNICATIONS PROCEDURES

Effective communication is vital to the safe and successful operations of a task force assigned to a mission. The FEMA US&R Response System development is founded upon conformance with the NIIMS-ICS System to ensure standardized terminology and understanding (refer to US&R Glossary of Terms). This is important for clear, concise communications between entities involved in a major response to an urban disaster. This may include emergency response and command personnel from the affected jurisdictions, Department of Defense (DoD) personnel, State, and Federal officials and the various US&R task forces deployed to the disaster.

The following procedures are identified to promote this standardization:

• Readiness Issues
  ◊ Task Force Designations
  ◊ Voice Communications Procedures
  ◊ Clear Text Radio Vocabulary
  ◊ Phonetic Alphabet
  ◊ On-Site Signaling and Alerting Procedures.

• Activation Activities

• Operational Procedures
  ◊ Communications System Planning
  ◊ Communications Models.

• Demobilization Activities.

A. READINESS

1. Task Force Designations

The task forces that participate in the FEMA US&R Response System require separate and distinct identifiers to promote effective communications and coordination. Each task force will be identified by a unique radio call sign. The call sign will incorporate the state of origin of the task force and the order of its acceptance into the US&R Response System from that state.

For example, Oregon Task Force One will be used to identify the first task force accepted into the US&R Response System from the state of Oregon. As such, the term "Command, this is Oregon Task Force One...." would denote which task force is calling the command post.
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<tr>
<td>IST-4</td>
<td>KPC-329</td>
<td>192.8</td>
</tr>
<tr>
<td>IST-5</td>
<td>KPC-330</td>
<td>203.5</td>
</tr>
</tbody>
</table>

3. **Call Signs**

Each task force and IST is assigned a unique call sign. This call sign should be used whenever utilizing a FEMA frequency listed in their plan. All units within a specific task force use the same call sign. The Communications Specialists should assign unit designators within the task force.

4. **Band Plan (406-420 MHz)**

The primary operating band for task forces is in the Federal 406-420 MHz band. Ten frequencies have been set aside in a matrix of 16 channels for use by task forces. In addition, each task force and IST has been assigned a unique subaudible tone in Zone B to allow multiple task forces to share a frequency with minimal interference. Additionally, channels 1 - 8 will have a nationwide sub-audible tone (167.9) to allow task forces to communicate with each other.

**TABLE I-1: US&R UHF Band Plan**

<table>
<thead>
<tr>
<th>CHANNEL</th>
<th>ZONE A</th>
<th>CHANNEL</th>
<th>ZONE B</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Nationwide Tone 167.9</td>
<td></td>
<td>Team Sub-audible Tone</td>
</tr>
<tr>
<td><strong>1</strong></td>
<td>TAC 1</td>
<td>418.575</td>
<td>9</td>
</tr>
<tr>
<td></td>
<td>TAC 2</td>
<td>418.075</td>
<td>10</td>
</tr>
<tr>
<td><strong>3</strong></td>
<td>TAC 3</td>
<td></td>
<td>11</td>
</tr>
<tr>
<td><strong>4</strong></td>
<td>TAC 4</td>
<td></td>
<td>12</td>
</tr>
<tr>
<td><strong>5</strong></td>
<td>Command Direct 1</td>
<td>418.050</td>
<td>13</td>
</tr>
<tr>
<td></td>
<td>Command Repeat 1</td>
<td>418.050 Rx 408.400 Tx</td>
<td>14</td>
</tr>
<tr>
<td><strong>7</strong></td>
<td>Command 2 Direct</td>
<td></td>
<td>15</td>
</tr>
<tr>
<td><strong>8</strong></td>
<td>Command 2 Repeat</td>
<td></td>
<td>16</td>
</tr>
</tbody>
</table>
* Channel 1 [418.575 MHz (tone 167.9)] is to be monitored at all times by the Task Force Communications Center, and used as an initial contact frequency.

Radios should be programmed per the plan. The training and out the door contact frequency (in the absence of an alternate assigned frequency) will be 418.575 MHz. Each task force should use the assigned sub-audible tone for communications within the task force while training and upon activation. The Communications Specialists should monitor 418.575 MHz with national sub-audible tone when in the vicinity of the Point of Arrival (POA) and disaster area.

5. Band Plan (138-174 MHz)

Four frequencies in the 138-174 VHF-FM MHz band have been assigned for task force use in this band. These frequencies should be preprogrammed in the two fast force VHF-FM radios. Additionally, these frequencies can be used with equipment obtained from other Federal support agencies.

**TABLE I-2: US&R VHF Band Plan**

<table>
<thead>
<tr>
<th>CHANNEL</th>
<th>ZONE A</th>
<th>CHANNEL</th>
<th>ZONE B</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Nationwide Tone 167.9</td>
<td></td>
<td>Team Sub-audible Tone</td>
</tr>
<tr>
<td>1</td>
<td>TAC 1</td>
<td>164.8625</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>TAC 2</td>
<td>165.6625</td>
<td>6</td>
</tr>
<tr>
<td>3</td>
<td>Command 1 Direct</td>
<td>163.100</td>
<td>7</td>
</tr>
<tr>
<td>4</td>
<td>Command 1 Repeat</td>
<td>163.100 Rx 168.350 Tx</td>
<td>8</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

6. Band Plan High Frequency (HF)

Each task force is encouraged to acquire High Frequency, (2 to 30 MHz) transceivers to provide medium- and long-range communications. Many Federal agencies and DoD monitor HF channels through the Shared Resource (SHARES) HF Radio Program. They may be able to provide phone patch capability for task forces deployed to disaster sites. Additional HF equipment may be available to support communications at disaster sites.

Two national calling frequencies are to be used to contact FEMA Net Control [phone (703) 542-3447]: F-11 Calling Frequency 5211 kHz. and F-26 Calling Frequency 10493 kHz. When requested, Net Control will provide HF frequencies from the National Radio System (FNARS) for use by TF/IST/EST during training and deployment. Automatic Linkage Establishment (Federal Standard 1045) is recommended for HF transceivers. Task forces are encouraged to apply for inclusion in the SHARES HF Radio Program.
7. **Band Plan (VHF-AM)**

Two VHF-AM radios are specified in the task force cache for air operations. These channels, which are available now, are used for air-to-ground (rotary wing) frequencies. Additional channels may be requested through the IST Communications Support Officer.

<table>
<thead>
<tr>
<th>TABLE I-3: US&amp;R Band Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>US&amp;R BAND PLAN (VHF-AM)</strong></td>
</tr>
<tr>
<td>CH</td>
</tr>
<tr>
<td>-----</td>
</tr>
<tr>
<td>1</td>
</tr>
<tr>
<td>2</td>
</tr>
<tr>
<td>3</td>
</tr>
</tbody>
</table>

8. **Voice Communications Procedures**

<table>
<thead>
<tr>
<th>What To Do</th>
<th>Why To Do It</th>
</tr>
</thead>
</table>
| a. **LISTEN** | a. To make sure your transmission won't interfere with another communication.  
b. To be aware of other things going on. |
| b. **THINK** about what you will say before you transmit. | a. To communicate your idea effectively.  
b. To use only the air time needed and no more. |
| c. **MAKE THE CALL.** Give:  
  - The call sign or the station called.  
  - The words “THIS IS.”  
  - The call sign or identification of the calling station. | a. To be clear.  
b. To be understood reliably on the first identification of call.  
c. To use a procedure that it universally accepted. |
| d. **COMMUNICATE.**  
  - Speak clearly.  
  - Use plain language-no codes.  
  - Repeat back critical items for confirmation. Do not use profanity. | a. To be understood.  
b. To be fast.  
c. To avoid confusion.  
d. To be accurate. |
| e. **USE PHONETICS** for:  
  - Call signs.  
  - Station identification.  
  - Spelling word and names that are not easily understood. | a. To be clear.  
b. To be accurate.  
c. To be fast.  
d. To use a procedure that is universally accepted. |
9. **Clear Text Radio Vocabulary**

<table>
<thead>
<tr>
<th>Words/Phrase</th>
<th>Application</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unreadable:</td>
<td>Used when signal received is not clear. In most cases, try to add the specific trouble. Example: &quot;Unreadable, background noise.&quot;</td>
</tr>
<tr>
<td>Loud and Clear:</td>
<td>(self explanatory)</td>
</tr>
<tr>
<td>Copy, Copies:</td>
<td>Used to acknowledge message received. Unit radio identifier must also be used. Example: &quot;California Task Force One copies.&quot;</td>
</tr>
<tr>
<td>Affirmative:</td>
<td>Yes.</td>
</tr>
<tr>
<td>Negative:</td>
<td>No.</td>
</tr>
<tr>
<td>Out-Of-Service:</td>
<td>Indicates a unit is not available.</td>
</tr>
<tr>
<td>In-Service:</td>
<td>This means that the unit is available.</td>
</tr>
<tr>
<td>Repeat:</td>
<td>(self-explanatory).</td>
</tr>
<tr>
<td>Return to:</td>
<td>Normally used to direct units that are available back to a specific location.</td>
</tr>
<tr>
<td>What is your location?:</td>
<td>(self explanatory).</td>
</tr>
<tr>
<td>Call _____ by Phone:</td>
<td>(self explanatory).</td>
</tr>
<tr>
<td>Disregard Last Message:</td>
<td>(self explanatory).</td>
</tr>
<tr>
<td>Stand By:</td>
<td>(self-explanatory).</td>
</tr>
<tr>
<td>Is _______ Available for a Phone Call?:</td>
<td>(self explanatory).</td>
</tr>
<tr>
<td>At Assignment:</td>
<td>Used when units arrive at their assigned work site. Example: &quot;Colorado Task Force One at assignment.&quot;</td>
</tr>
<tr>
<td>Can Handle:</td>
<td>Used when the amount of personnel and equipment is sufficient to handle the assignment.</td>
</tr>
<tr>
<td>Emergency Traffic Only:</td>
<td>Radio users will confine all radio transmissions to an emergency in progress or a new incident. Radio traffic, which includes status information such as reports on conditions at scene and availability, will not be authorized during this period.</td>
</tr>
<tr>
<td>Emergency Traffic:</td>
<td>Term used to gain control of radio frequency to report an emergency. All other radio users will refrain from using that frequency until cleared for use.</td>
</tr>
</tbody>
</table>
Phonetic Alphabet

A - alpha (AL fah)  J - juliet (JEW lee ett)  S - sierra (SEE air rah)
B - bravo (BRAH voh)  K - kilo (KEY low)  T - tango (TANG go)
C - charlie (CHAR lee)  L - lima (LEE mah)  U - uniform (YOU nee form)
D - delta (DELL tah)  M - mike (MIKE)  V - victor (VIK tah)
E - echo (ECK oh)  N – november (no VEM ber)  W - whiskey (WISS key)
F - foxtrot (FOKS trot)  O - oscar (OSS car)  X - x-ray (ECKS ray)
G - golf (GOLF)  P - papa (pah PAH)  Y - yankee (YANG key)
H - hotel (HOH tell)  Q – quebec (keh BECK)  Z - zulu (ZOO loo)
I - india (IN dee ah)  R - romeo (ROW me oh)

10. On-Site Signaling and Alerting Procedures

Effective emergency signaling procedures are essential for the safe operation of task force personnel operating at a disaster site. These signals must be clear and understood by all task force personnel. Air horns or other appropriate hailing devices shall be used to sound the appropriate signals as follows:

- Cease Operation/All Quiet:
  ◦ 1 long blast (3 seconds).

- Evacuate the Area:
  ◦ 3 short blasts (1 second each).
  ◦ Conduct a radio roll call to account for all personnel. When all are accounted for, the radio signal "all clear" will be broadcast on the command channel.
  ◦ All task forces must develop a personnel accounting system.

- Resume Operations:
  ◦ 1 long and 1 short blast.
11. Helicopter Hand Signals

- **Clear to Start Engine**
- **Hold on Ground**
- **Move Upward**
- **Move Downward**
- **Hold Hover**
- **Clear to Take Off**
- **Land Here, My Back Is into the Wind**
- **Move Forward**
- **Move Rearward**
- **Move Left**
- **Move Right**
- **Move Tail Rotor**
- **Shut Off Engine**
- **Fixed Tank Doors**
- **Release Sling Load**
- **Wave Off Do Not Land**
12. Crane Hand Signals

**CRANE HAND SIGNALS**

ALWAYS STAND IN CLEAR VIEW OF YOUR CRANE HOIST ENGINEER

BE SURE TO STAY A SAFE DISTANCE FROM HOOK, BLOCK OR BOOM

<table>
<thead>
<tr>
<th>USE MAIN HOIST</th>
<th>USE WHIP LINE</th>
<th>RAISE BOOM</th>
<th>LOWER BOOM</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image1.png" alt="Image of crane hand signal" /></td>
<td><img src="image2.png" alt="Image of crane hand signal" /></td>
<td><img src="image3.png" alt="Image of crane hand signal" /></td>
<td><img src="image4.png" alt="Image of crane hand signal" /></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MOVE SLOWLY</th>
<th>RAISE BOOM LOWER LOAD</th>
<th>LOWER BOOM RAISE LOAD</th>
<th>SWING</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image5.png" alt="Image of crane hand signal" /></td>
<td><img src="image6.png" alt="Image of crane hand signal" /></td>
<td><img src="image7.png" alt="Image of crane hand signal" /></td>
<td><img src="image8.png" alt="Image of crane hand signal" /></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>STOP</th>
<th>EMERGENCY STOP</th>
<th>TRAVEL</th>
<th>DOG EVERYTHING</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image9.png" alt="Image of crane hand signal" /></td>
<td><img src="image10.png" alt="Image of crane hand signal" /></td>
<td><img src="image11.png" alt="Image of crane hand signal" /></td>
<td><img src="image12.png" alt="Image of crane hand signal" /></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EXTEND BOOM</th>
<th>RETRACT BOOM</th>
<th>EXTEND BOOM</th>
<th>RETRACT BOOM</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image13.png" alt="Image of crane hand signal" /></td>
<td><img src="image14.png" alt="Image of crane hand signal" /></td>
<td><img src="image15.png" alt="Image of crane hand signal" /></td>
<td><img src="image16.png" alt="Image of crane hand signal" /></td>
</tr>
</tbody>
</table>

TWO HANDS | TWO HANDS | ONE HAND | ONE HAND
13. Radios

Radios will be used to allow personnel operating at remote sites to communicate with each other, with other work sites as authorized, and to communicate back to the Base of Operations (BoO). Radios may be used within the BoO if a telephone system is not available.

Emergency radio traffic will always have priority over general radio usage. In the event that a person signifies that they have an emergency, all other users will maintain radio silence until such time as the emergency traffic has concluded.

Sensitive communications will not be transmitted over the radio frequencies but instead handled over the telephone system or by a face-to-face conversation. Examples of sensitive communications include victim information, health issues, task force injuries, etc.

14. Radio Procedures

All personnel staffing a task force during mission operations will use the following procedures:

- Identify of party to be called first, then identify speaker, second.
- Log critical information to the extent possible.
- Repeat information that is questionable for clarification.
- Use task force identifier as necessary.

15. Telephone System

There are three types of telephone systems that a task force may utilize during a mission:

Hardwire telephone — for voice and/or data transmission. The telephone system should be the primary means of communications within the BoO and at work sites when located near the BoO. Using the telephone will greatly reduce the radio airtime while allowing many conversations to be held simultaneously.

Cellular telephones — will generally be assigned to personnel designated by the Task Force Leader (TFL). Calls will be of an official nature and will be kept as short as possible. A log should be kept to identify which personnel have been issued cellular phones. Refer to the US&R Communications Log attachment.

Satellite telephone — use will be limited to personnel designated by the TFL. Calls will be of an official nature and will be kept as short as possible. A call content outline should be made prior to placing a call in order to ensure brevity. A log will be kept of all calls made on the satellite system. Refer to the US&R Communications Log attachment.

HF radio — ground stations outside the disaster area may be able to provide telephone patching. HF communications should occur on frequencies assigned by FEMA Net Control.
If available, access to outside lines, cellular phone service, and satellite communications will be controlled by the Communications Specialists. This can be done either by restricting access by phone extension or requiring the Communications Specialists to make the connection. Refer to the Task Force Telephone Plan attachment.

Telephone procedures (cellular, satellite, toll services):

- Identify location or position to caller.
- Identify responder.
- Log short description of conversation content (US&R Telephone Log).
- Specific information should be recorded verbatim.
- Repeat information which is questionable for clarification.

16. Pagers

Pagers will be issued to personnel designated by the TFL. Pagers will be the primary method in which the sponsoring organization makes contact with the task force during mobilization. In addition, the Disaster Field Office (DFO), the Incident Commander (IC), and the IST may use pagers to contact the task force. Generally, pagers and cellular phones are issued together to personnel who must leave the area of operation for an extended period of time. A log should be kept to identify which personnel have been issued pagers and their contact numbers. Refer to the Task Force Communications Property Accountability Form and the Task Force Telephone Plan attachments.

Pager and cellular telephone service should be initiated immediately upon receipt of deployment notification. The service should be terminated when the task force returns to home. The Communications Specialists should establish contact names and numbers for establishing immediate service at the time of pager and cellular telephone purchase.

17. Cache Management

The preferred inventory procedure for all phases of communications cache management will use computer-generated and -maintained inventory databases. Hard copy printouts will constitute back-up procedures for the inventory process. The inventory database will be updated as required for equipment additions, deletions, or repairs. All data for routine checks, exercise, and maintenance will be entered electronically, as soon as possible, to maintain accurate records. It is recommended that the communication equipment be inventoried at intervals of at least every six months, or more frequently at the discretion of the Communication Specialist. All accessories, tools, and items with limited shelf life (batteries, etc.) should also be tracked and rotated. Reorder of stock must be addressed.

After each local training session and emergency operation, all communication equipment, accessories, and tools will be rehabilitated in accordance with the local task force procedures. Specialized equipment, i.e., cellular and satellite, should be checked more often.
18. **Assessment of Needs**

Under FEMA US&R mobilization guidelines, task forces are authorized to purchase the necessary communications hardware to complete their cache in accordance with the prescribed list of hardware. Communications Specialists should prepare in advance all emergency purchase requisitions for the balance of the authorized cache. These purchase requisitions are then submitted to the FEMA Headquarters ESF #9 Action Officer for pre-authorization and budgeting of necessary funds.

**B. ACTIVATION**

1. **Emergency Procurements**

When formally notified of alert or activation, the TFL should immediately make contact with FEMA Headquarters to verify that authorization is still valid and will then be authorized to exercise those purchase requisitions. The identified communications hardware purchase orders previously developed should be implemented.

2. **Cache Movement**

The communications equipment should be stored with all other task force equipment as part of the total cache and transferred to the task force assembly point or POD, as required. Upon notification of mobilization, the Communications Specialists begin activities to support the assembly, transfer, and deployment of the task force. These procedures are specified in the Communications Specialist Operational Checklist. The type of transit (i.e., air or ground) determines equipment handling and configurations requirements.

3. **Radio Distribution**

The Communications Specialists will set up a station at the assembly point for radio distribution. As task force personnel proceed through the check-in process, they will go to the Communications Desk and be issued a radio, case, remote speaker-mic, and battery.

The Communications Specialists will log vital information according to the Task Force Communications Property Accountability Form attachment. The Communications Specialists must ensure that the user is familiar with the radio operation and be prepared to train the user, if required. Radio channels will be identified on the exterior of the radio using some type of marking system, such as masking or duct tape and a "Sharpie" marker. Radios should be tested prior to distribution to be sure that they operate properly.

As part of the final TFL’s briefing prior to departure, the Communications Specialists will describe the current communications plan and then make a final inspection of assigned equipment.
4. **Planning and Briefing**

The Communications Specialists are a key part of the task force logistical support system. It is imperative that they are included in all issues involving their operation. They must take an active role in all briefings and planning meetings. During planning sessions, the Communications Specialists are expected to advise the TFL of their ability to provide adequate communications to support the planned activities. If this is not possible due to equipment limitations, the strategy or tactical applications may need to be modified to guarantee essential communications.

The Communications Specialists are involved in all briefings beginning at the task force assembly point through the critique and debriefing at the conclusion of the mission.

Task force members must know how to use all of the assigned communication systems. Proper use of this system must be continually reinforced, utilizing the Incident Daily Briefing Form (refer to Appendix A).

5. **Liaison and Coordination**

If outside communication resources should be needed, coordination should be made through ESF #2, if activated, or the FEMA Regional Communications Manager.

The following liaison activities may be required:

- **Local Incident Command Post** — Upon arrival in the assigned area, the Communications Specialists must establish communications with the local jurisdiction’s Communications Unit Leader. If you arrive before the IST, communicate with the local IC. If you arrive after the IST, communicate directly with them. They will need to coordinate information on task force operational frequencies, call sign, local incident operational frequencies, and ensure that the task force communication system requirements are included in the local communications plan. If the local frequencies managing the incident are not compatible with the task force system, an exchange of radios between the task force and the local official will be necessary.

- **Disaster Field Office** — Communications links may be determined by coordinating with the Emergency Support Team (EST), Emergency Response Team, Advance Element (ERT-A), and local authority. The task force will need to establish communication with the Federal DFO. This can be accomplished two ways:
  - By processing all information through the IST, if functioning.
  - Communicate either with the DFO ESF #9 Group directly via cellular phone, satellite phone, or if possible, by issuing them a task force radio.

It is important that the task force establish methods of communication with the ESF #9 Group to facilitate logistical support and allow the DFO to assist in obtaining important information and resolving problems.
• US&R Incident Support Team — If not in place, FEMA will deploy an IST to conduct initial assessments, provide support to local incident managers, and assist in the coordination of DoD light urban search and rescue operations. Communications Specialists may be asked to support a communications link to the IST Leader. Establishing a communications link with the IST may range from interfacing with their radio equipment (cellular phone, pager, government band radio, etc.) or supplying equipment so they may communicate with the Task Force Control Center.

• The TFL must have the capability to maintain contact with FEMA while in transit. The TFL should establish a check-in schedule prior to departure. Pagers and cellular telephones will provide contact for short travel distances involving ground transport. Aircraft will be used for longer distances. Military aircraft can handle messages and information updates while in transit via the military communications system. Commercial aircraft rely on Airfone, which is used for outgoing calls only. The cockpit crew will usually pass crucial messages on to the TFL.

• Ground transport requires planned check-in for tracking while in transit. ESF #9 should have means to contact the task force between scheduled check-in times.

6. Data Gathering

The Communications Specialists must be active participants in the briefing and planning process for task force activities. The specialists gather information critical to the preparation of the communications systems plan and develop the configuration of the communication system components. The Communications Specialists will program hand-held radios with initial mobilization frequencies at the earliest opportunity. Radios will be programmed with authorized frequencies in a common channel configuration. Accurate information must be obtained as soon as possible. Critical elements are:

• Maps — vicinity, area of incident, access roads/streets, topographic, airports, hospitals, etc.

• Remaining infrastructure — telephones, paging, cellular, local emergency planning, site management.

• Environmental considerations — water supply, food, shelter, hazardous materials, and stability of buildings/area.

• Radio frequencies — UHF/FM, VHF/FM, VHF/AM, HF.
7. Base of Operations

It is essential that the task force BoO is established as soon as possible to support all aspects of task force operations. Refer to Appendix L – Base of Operations Management.

C. OPERATIONS

1. Communications System Planning

A Communications Specialist must be an active participant in the advance team during the BoO site selection process. This assures that an assessment of the disaster area and the BoO site location is accomplished with communications in mind.

The following factors must be considered for effective communications system planning:

- Structure triage and Reconnaissance Operations (single or multi-team) — The Communications Specialists must be prepared to facilitate communications between multiple triage and reconnaissance teams and the BoO while also establishing other communications systems. Multiple communications systems will operate simultaneously.

- Communications Center set-up — Established according to the BoO set-up plan.

- Rescue Operations (single or multi-site) — The communications needs of one or multiple rescue teams is the same as that described in the Area Triage description, with the exception of length and scope of individual team operations.

2. Communications Plan Considerations

The Communications Specialists determine the use of frequencies provided to the task force. Frequencies need to be assigned for the following activities:

- Command and Control - This is usually a repeater pair, used to coordinate the work area. It is used for immediate contact with management and supervisory personnel for maintaining status of deployed resources.

- Tactical - These are assigned as needed to provide clear channels for coordinating activities within small geographic areas or by type of activity. These are direct frequencies.

- Air to ground - This frequency is assigned for exclusive contact between aircraft operating near a task force and a designated ground contact. It is a direct frequency used to coordinate location and landing information.

- Logistics - A direct frequency may be assigned for coordination of logistical concerns within the BoO. Describing specific types of equipment and resources needed can consume significant airtime.
All radio programming should have the same frequency and channel configuration. This increases consistency and reduces errors in radio use. The DoD liaison, if assigned, should be provided a radio and assigned to use the command and control channel. The liaison can maintain contact with the BoO and other key functions of the task force. The liaison should also have a military radio for communicating with the military organization.

The local Incident Command Post may provide radio frequencies for use between themselves and the task force. Further, the task force has two VHF (FM) radios to be used by task force members for gathering information and making off-site contacts (with the TFL’s approval). This pair of radios may also be used to coordinate reconnaissance and evaluation efforts.

US&R IST personnel will be deployed with several means of communications. Communications should be established if the team is assigned to the task force area of operations. Team members may have cellular phones, UHF radios, and personal pagers.

3. Communication Planning Models

The US&R task forces may encounter unusual situations during activation such as:

- The local communications infrastructure in the impact area may be disabled and unavailable upon arrival of US&R task forces. They will require communications self-sufficiency for the first 72 hours as defined in US&R mission requirements.

- US&R task forces may be deployed to populated areas with reinforced concrete and steel building construction. While the BoO may be located in either an urban or rural setting, actual rescue sites will likely be in urbanized areas.

- There may be singular or multiple rescue sites, either in close proximity or remotely located from the BoO.

- Any possible mixture of terrain, topography, weather, and foliage is likely to be encountered:
  ◊ Flat/mountainous
  ◊ Arid/humid
  ◊ Temperate/cold
  ◊ Brush/forested/barren.

- Communications configurations may need to accommodate the following:
  ◊ Local or wide geographical coverage
  ◊ Multiple repeat and TAC channels
  ◊ Building/rubble penetration
  ◊ Priority or emergency signaling and messaging
◊ Low impact administrative traffic
◊ Functional specialty channel assignment.

4. Communications Models

Communications models cover many of the anticipated functions of a task force during all phases of a mission. There may be additional communications applications, which will require special skill and ingenuity on the part of the Communications Specialists.

The following operational communications models have been designed to support most of the typical task force activities:

- Activation
- Remote Site
- Multiple Remote Site
- Base of Operations
- Star
- Multiple Star
- Penetration
- Air Operations
- Off Site/Long Distance.

a. The Activation Model

During the task force check-in process, the TFLs and team managers, as well as selected specialists, have need to communicate in and around the task force assembly point. Each should be supplied with an individual portable radio on an assigned command channel.

b. The Remote Site Model

At the POA, a task force Advance Team will be deployed to the disaster area for assessment and BoO site selection. The assumption is that they will need to communicate over a distance back to the task force management.
This model serves any off-site communications needs. It may be established using radios (any band), proximity telephone, cellular, or other communications technology either supplied in the task force cache or provided by an allied agency.

c. Multiple Remote Site Models

During BoO set-up, reconnaissance teams will be sent to triage work/rescue sites. They may operate at a potential distance from the communications "hub."

![Multiple Remote Site Model Diagram](image)

**FIGURE I-3: Multiple Remote Site Model**

d. Base of Operations Model

The focal point of task force communications upon arrival at disaster area will be the BoO. All communications hardware and networks will either be housed or facilitated through the Communications Specialists located at the Task Force Control Center (TFCC).

![Base of Operations Model Diagram](image)

**FIGURE I-4: Base of Operations Model**
It is intended that the BoO Model would be built using a portable telephone switch. In the absence of a telephone system, radios may be substituted. Consideration must be given; however, regarding the increase in administrative radio traffic.

e. The Star Model

At remote sites, team members may be dispersed at a work site where each requires radio communications. In the absence of landline communications, the BoO may operate on a Star Model.

![FIGURE I-5: Star Model](image-url)
f. **Multiple Star Model**

Multiple remote work sites will require a multiple star model with repeater or a wide area network. This is simply a replication of a single Star Model.

![Diagram of Multiple Star Model](image)

**FIGURE I-6: Multiple Star Model**

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g. **Penetration Model**

Extended work sites or rescues performed deep into collapsed structures may require radio signal penetration beyond the radiation capability of the work area network. Specific communications configurations may be required to establish radio signal directly into a distant or shielded work site.

![Diagram of Penetration Model](image)

**FIGURE I-7: Penetration Model**
h. Air Operations

VHF AM aircraft radios are required to coordinate aviation activities. Alternately, UHF communication through a cross band repeater can accomplish the same function. Coordination of aviation activities may be conducted either from the TFCC or by a specially assigned landing zone coordinator who will be equipped with a VHF AM air radio.

![Diagram of Air Operations](image-url)
i. **Off Site/Long Distance Model**

![Off Site/Long Distance Model Diagram](image.jpg)

**FIGURE I-9: Off Site/Long Distance Model**

Satellite telephone hardware enables a task force operating on site to communicate locally, regionally, or nationally with both voice and electronic data communications.

5. **System Effectiveness Evaluation**

Ensuring proper use of the task force communications systems falls under the Communications Specialists' purview. If personnel do not follow proper procedure, the Communications Specialists must be able to identify and take necessary steps to correct the situation.

The importance of constant monitoring of the communications systems should be stressed. Periodic review and monitoring of the communications system is an on-going process. The Communications Specialists should be involved in all task force planning processes and briefings in the event the action plan has been modified or changed. Repeater operation is the key to a successful and safe operations. Command as well as tactical frequencies should be monitored, where possible, for compliance with established procedures and for incident coverage. Communications logs must be maintained for each operation period to identify any problems encountered and to evaluate improvements for future mobilizations and operations. An After-Action Report will be required by the Communications Specialists at the conclusion of a mission.
6. Records and Reports

The following records and reports have been developed for the management of all communications operations on a mission response.

- The **US&R Property Assignment Form** is used to track the issue of communications equipment to task force personnel.

- The **US&R Radio Communication Plan** is used to identify the system being used, channel assignment, function, frequency, and assignment. It is prepared every operational period and is incorporated as part of the task force briefing.

- The **US&R Communications Log** is a day-to-day record of the time of conversation, station called or calling, and the message for satellite, cellular, and toll telephone use.

- The **ICS Form 214 - Unit Log** describes the day-to-day operations of the task force communication unit. This should include significant command net radio communications as needed.

- The **ICS Form 213 - General Message Form** is used to send messages internal to the task force. This three-part (NCR-type) form allows the sender to track and follow up on open items.

- The **US&R Task Force Telephone Plan** is developed and used to track communications points. This is essentially a directory of telephone numbers and locations.

- The **FEMA Form 60-1 — Requisition for Supplies, Equipment, and/or Services**.

- The **FEMA 61-10 — Government Property Lost or Damaged Survey Certificate (GPLD)** is a cost analysis and justification statement for lost or damaged equipment. This form will be completed, signed and forwarded to FEMA within ten days of return from mission.

- The **Frequency Request Form**.

7. System Maintenance

It is essential that the Communications Specialists consider the resupply of replacement equipment early in the mission. Prior to deployment, there should be a pre-planned list of standard replacement supplies. Probable delays should be anticipated in receiving requested equipment and supplies during the early stages of a disaster (probably for the first week). It is essential that requests be submitted through the appropriate channel.
within the first forty-eight hours of the mission. Additional detailed information may be required from the requester for unique cache items such as electronics gear. The requester must therefore be specific in stating needs and in some cases, must furnish vendor information.

In some instances, ordered resources may not reach the task force prior to mission completion. In this situation, the Communications Specialists must ensure that ESF #9 personnel at the DFO are aware of unfilled orders prior to demobilization of the task force from the incident.

8. Staffing Requirements

The communications function is staffed with two Communications Specialists. The following issues must be considered:

- Temporary assistance during high peak periods — Appropriate task force personnel should be identified and trained to provide assistance until the two Communications Specialists are able to assume the full communications function without sacrifice to communications efficiency.

- Extended operations — As in all task force functions, the Communications Specialists will initially participate in BoO set-up and other critical communications functions, and then rotate shifts on extended operations.

D. DEMOBILIZATION

There are three phases to disengagement. From receipt of notice that operations are to terminate and the task force shall prepare for withdrawal from the disaster area, the Communications Specialists are responsible for maintaining communications for the task force while packing equipment.

1. Shutdown of Base of Operations

A new command and control operations channel may be assigned along with the instructions to terminate operations. Taking communications systems down should follow a logical sequence. Systems that support remote communications will likely be taken down first, while systems directly supporting the task force demobilization will remain in place.

The following suggested sequence of shutdown is provided to illustrate this point:

- Satellite telephone first.
- Cellular (except TFL's phone).
- Hard wire telephone system.
- Aircraft, HF, amateur.
- Command repeater.
- Base station (if established).
- Tactical portables.
Those portables assigned at task force check-in will continue to be used during mobilization will be left in place during demobilization.

The Communications Specialists are responsible for accounting for all communications equipment that was issued prior to and during task force operations. The US&R Property Assignment Form used to initially issue communications gear shall be used to check-in all issued equipment. The returning inventory will be checked by the Communications Specialists to verify working order and visually inspect for damage. Batteries will be removed, components will be disassembled, and all gear properly re-packaged for shipment. Damaged or broken equipment shall be segregated from the communications cache and marked for repair. All damaged, broken, or lost communications equipment will be recorded on the FEMA Government Property Lost or Damaged (GPLD) Survey Certificate.

2. Transportation to Demobilization Center, POD, and Task Force Assembly Point

With each transition from the disaster area to the demobilization center, to POD, and finally the task force assembly point, a new control channel may be assigned to the task force. The Communications Specialists are responsible for assuring that task force personnel comply with all frequency assignments. As in the mobilization phase, batteries must be removed from portable radios prior to boarding aircraft.

E. RETURN TO READINESS

1. Breakdown and Rehabilitation

Upon returning from an incident, the Communications Specialists will take any steps necessary to ensure that all equipment is made ready for the next mission. In the event that any equipment is found to be inoperative, the Communications Specialists will attempt to make appropriate repairs. If repairs are not successful or equipment comes up missing during the inventory, the Communications Specialists will reorder the equipment as specified in the Communications Equipment Cache.

2. Final Critique and Debriefing

All significant inputs of the mission, both positive and negative, must be specifically described during the critique and debriefing sessions. During the formal critique, the Communications Specialists should provide a functional overview to the task force. The formal report should be prepared as lessons learned and for every problem identified, a solution should be submitted.

3. Shutdown of Toll Services

Cellular and pagers services must be terminated or made idle at some point after return of the task force. This is dependent upon local contract with cellular and pager carriers. Since residual communications services are required to demobilize a task force, FEMA
will continue to support pager and cellular costs up to 24 hours after return to home base.

4. **After-Action Report**

Communications Specialists should provide written documentation to TFL to be incorporated into the final After-Action Report. Remember, this is the process for documenting changes necessary to strengthen the task force and FEMA US&R operational procedures, training, and exercise programs.

**F. SUMMARY**

Proper radio protocols and communication discipline should be adequately explained to personnel operating task force equipment. Accurate information flow is essential to the safe and efficient operation of the task force during mission assignment. This is accomplished by identifying the process to those involved and providing an effective operating system. The Communications Specialists must constantly monitor the communications system to ensure its effectiveness.
APPENDIX J

TASK FORCE MEDICAL PROCEDURES
APPENDIX J

TASK FORCE MEDICAL PROCEDURES

The task force medical team is organized, staffed, and equipped to provide sophisticated and prolonged out-of-hospital and specialized emergency medical care, throughout the course of a mission. It is recognized that both serious injuries and illnesses may be encountered and will require treatment. The medical personnel are also responsible for minimizing health risks, intervening in extended incident stress syndrome, and treating task force personnel exposed to hazardous materials. In addition, the medical personnel must be capable of providing treatment to the search team canine.

The medical team is considered to be a special category of the Disaster Medical Assistance Team (DMAT) under the auspices of the National Disaster Medical System (NDMS). This DMAT designation provides the requisite licensure and liability coverage for participating medical personnel, specifically NDMS-deployed Medical Managers and Medical Specialists.

A. TREATMENT PRIORITIES

The treatment priorities for the task force medical team are:

- First - treatment of task force personnel, canine and support staff.
- Second - treatment of victims directly encountered by the task force.
- Third - treatment of other injured as practical.

It is not the intent of the medical team to be a freestanding medical resource at the disaster site. Local medical systems and the NDMS will be the primary providers of general medical care to disaster victims. It is recognized that the task force medical team, being medically sophisticated, may "hand off" a potentially unstable patient to a less sophisticated, interim level of medical provider, for transport to definitive care. This is considered to be standard practice under the circumstances of disaster operations.

B. MEDICAL CACHE

The medical equipment part of the task force cache has been selected to provide sophisticated medical treatment for the 62-member task force as well as victims encountered on the disaster site. The quantity of equipment and drugs in the cache is based on research and past experience and provides for a potential of the following injuries during a mission:

- 10 critical cases
- 15 moderate cases
- 25 minor cases.

It is expected that task force "fixed asset" medical equipment (i.e., defibrillators, monitors, ventilators, etc.) will not leave the rescue site with patients, but will be maintained on site for the continued protection of the task force personnel or victims.
being extricated by the task force. The organization responsible for follow-up medical care must be prepared to provide such equipment, if necessary, for patient transfer from the rescue site to a medical facility.

The medical equipment cache has been selected to provide support for two task force Managers (physicians) and four Medical Specialists. (Appropriate medical equipment, medicines and supplies should be assembled to ensure continuous access for medical care of task force members, while in transit, and to provide immediate care to victims upon arrival at the site.)

The recommended packaging scheme (refer to the FEMA US&R Response System Task Force Description Manual - Personnel and Equipment Standards) takes into consideration the specialized medical support needs of both the physicians and paramedics while in transit and during on-site operations. The concept includes having a combination of portable backpacks and waistpacks, and a resupply system available on site at the task force Base of Operations (BoO). It is essential that the medical team have a method for personally carrying the medications, equipment, and supplies that they will need, to provide immediate care for the task force and victims. Appropriate medical supplies (oxygen/airway system, monitor/defibrillator, Advanced Life Support (ALS) backpack, etc.) should be ready for issue to the medical personnel at the task force assembly area. In addition, appropriate medical supplies are maintained in the medical cache at the BoO, for immediate use.

C. MISSION CONSIDERATIONS

The medical team, with input from the Safety Officer, is responsible for the health and welfare of all task force personnel throughout the course of a mission. The medical team must be operational upon activation and remain operational until demobilization is complete, at the home base. Medical considerations are addressed for the following phases of a mission:

1. Activation

Medical Managers must quickly address several issues when the task force is activated for a mission. Upon notification of assignment, communications should be established with the task force for an initial briefing. A primary medical team member should be assigned to ensure the operational readiness of the medical equipment cache and prepare the cache for shipment to the task force Point of Departure (POD). This would include the appropriation, from an established supply point, of any controlled drugs or medications not routinely maintained in the cache.

The medical team of each task force operates on mission under the auspices of the U.S. Public Health Services (PHS), essentially as a DMAT, for medical licensure and liability coverage. PHS requires that any DMAT must conform to Federal appointment processes before they are mobilized for a mission. (See medical team enrollment process under medical team organization and development in the Task Force Description Manual.)
The Federal appointment process requires the completion of two forms that should be completed at the same time. The Oath of Office form (SF-61) must be administered to the new appointees on or before the official activation date and before services are rendered, including travel to the disaster site. The Oath of Office form requires the signature of the person appointed and the person authorized to administer the oath. If the authorized official is not available, the oath must be signed and notarized by a Notary Public. The Declaration of Appointee (SF-61B) must be completed on or before the official activation date and before services are rendered. They should be updated and submitted annually so that one is on file prior to activation.

A list of medical team members and their social security numbers must be faxed to PHS (FAX (800) 872-5945 ATTN: Personnel Officer) prior to leaving the task force assembly area. A hard copy will be immediately sent to PHS by mail as a follow up. Refer to the U.S. Public Health Services - DMAT manual for forms and further explanation.

Copies of Responder Information forms must be collected for each activated task force member. A file of current forms should be maintained for all task force personnel. Medical information and fact finding should begin during activation to gather necessary information about infectious disease and other health-related issues specific to the disaster area. One resource for this is the Centers for Disease Control's (CDC) 24-hour information hotline: (770) 488-7100. Other information may be obtained by monitoring local sources such as radio and television news for disaster-related information.

All personal, team, and specialized equipment checklists must be collected in preparation for a final operational review of the medical supplies and equipment. Also, an assessment should be made of personal gear requirements for the climate prevalent in the disaster area. Personnel should be directed to review the readiness status of the pertinent equipment cache and procure the medications and supplies as specified in the medical cache list.

It is important that contact be established with all assigned medical team personnel as soon as possible and that they receive a briefing on confirmed status reports.

2. Assembly Area

A Medical Manager should meet with the assigned medical personnel to determine if they are personally prepared, self-sufficient, and adequately equipped to perform their assignment. A briefing should be provided to ensure that they understand the individual and team performance expectations, team problem-solving processes, and methods for establishing or changing task force operational priorities.

The Medical Manager is responsible for initiating a medical check-in procedure for task force personnel. This must include a review of each task force member and canine's Responder Information Form with the individual member. They must ensure that all information is legible and that each member's medical history, allergies, and current medication list is accurate. Additionally, a brief physical exam and the medical check-in form shall be completed (see medical check-in procedures). If the evaluation of the individual member indicates a current problem that makes the person a risk to himself or other task force members (i.e., communicable illnesses, uncontrolled seizure disorder, and/or any other acute or recurring problems) this information, together with a
deployment recommendation, shall be brought to the attention of the Task Force Leader (TFL) for follow-up action. The Medical Manager has the responsibility to recommend action to the TFL so the affected member, other task force members, or the mission readiness is not placed at risk. The TFL’s decision is recorded and the medical check-in form is placed with the task force member’s Responder Information Sheet in their respective file. Verification must be made that task force members who require personal medications have a minimum of a 14-day supply, as well as extra contact lenses or glasses, if necessary.

An assessment should be made, in conjunction with the Search Manager and Canine Specialists, to ensure the adequacy of canine inoculations, health certificates (if applicable) and current health of all activated canines (see veterinary check-in procedures). Attempts should be made to identify veterinary resources within the task force and identify the needs and health concerns of the task force canine element.

The Medical Manager, in conjunction with the TFL, should review the medical team’s tasks and assignments during the mission. A medical Specialist should be assigned responsibility for ongoing coordination for drug accountability and medical logistics issues with the task force Logistics Specialist throughout the mission. It is important to ensure that all Medical team personnel have proper identification cards (NDMS). All task force members should be briefed on the indigenous environmental conditions and health concerns in the affected disaster area, including a review of stress and health maintenance issues.

3. In Transit

Appropriate medical supplies, including airway, oxygen system, defibrillator/monitor, ALS backpack, etc., must be available to the physician and paramedic at all times to ensure immediate medical care for task force members and canine during transit. Medical personnel should continuously monitor the mental and physical conditions of all task force members and encourage them to rest during the transit phase. If the task force is being transported in multiple vehicles, medical personnel should be distributed among the vehicles.

The Medical Managers should discuss and coordinate anticipated medical logistics requirements with the TFL and Logistics Manager. They should review the latest disaster-related information as it becomes available and review the FEMA US&R Field Operations Guide for information pertinent to each individual’s position description, operational checklist, operational procedures, and safety procedures.

4. Mobilization Center

A medical team member must be assigned to work with the task force Logistics Specialists to ensure that all medical equipment is unloaded, accounted for, and secured. Refer to Appendix G – Cache Packaging and Shipping Requirements. An assessment might be required to determine the availability of resources for identified logistical requirements (i.e., oxygen, fuel, etc.) in conjunction with the Logistics Specialist, if necessary.
Certain elements of the task force cache should be prioritized for initial movement to the assigned location. Supplies and equipment that support initial care and treatment of task force members should receive top priority followed by support for on-site operations and then the remaining portions of the medical cache.

Contact should be made with the TFL for current mission information on environmental conditions and medical intelligence, when available. This should include current damage assessments that may impact the care and treatment of task force members and victims, and information on additional activated resources including Department of Defense (DoD), NDMS, other FEMA task forces, Environmental Protection Agency, and State and local resources.

5. On-Site Operations

Medical personnel should directly participate in the unloading, sorting, and set-up of the equipment cache and selection of the location of the task force BoO with respect to health and sanitation. The Medical Manager should provide input to the TFL, when appropriate, for effective on-site operations of the medical team.

It would be beneficial to identify the medical resources of the local/regional jurisdiction and the senior authority for medical operations supporting the work site. During this meeting, the Medical Manager shall begin to develop a Medical Action Plan, utilizing ICS 206. Medical aspects of the mission should be addressed to the local authorities including a summation of the medical capabilities and limitations of the task force. Task force medical team personnel, as well as local medical officials, should be briefed on the responsibilities of the medical team, including priority of care (task force members, task force-extricated victims, and other rescuers, etc.). The task force medical team fact sheet may be used for this purpose.

The Medical Action Plan must include the overall medical strategy to be used at the assigned location and the evacuation procedure for injured/ill task force members. This procedure will need to be established prior to the task force beginning operations at an assigned work site. The plan will provide guidance in determining the current patient tracking system being used on the incident, if any, including type of triage tags (a supply of tags should be maintained). Maintain current information on the local medical infrastructure and what has happened medically since the disaster occurred. Communications should be established (through appropriate channels) with the local Emergency Medical Services (EMS) system for patient hand-off and transportation procedures for victims encountered during rescue operations.

It is important to include in the plan any endemic medical problems in the area and provide appropriate measures for treatment/prevention. Updates of relevant information should be obtained, including additional medical and/or evacuation resources, as they become available. This may include incoming regional, State, or NDMS medical resources. In addition, the determination of the potential characteristics of victims and types of injuries expected (age, sex, pre-existing medical problems, type of occupancy, environmental considerations, type of entrapment, length of entrapment, time to definitive care, etc.) should be assessed. Procedures for the processing deceased bodies should be identified.
The Medical Manager should coordinate re-supply procedures for medical equipment, supplies, and other medical needs, through the appropriate task force channels, to the IST. This should include veterinary capabilities and to the establishment of effective communications and pre-determined procedures to be used in obtaining their support.

The Medical Manager should solicit input from the Hazardous Material Specialists regarding potential hazardous materials exposure, and decontamination and treatment information. The task force Hazardous Materials Specialists may be able to provide decontamination and treatment information for various contaminates or exposures. The Medical Manager should review treatment options with the Medical Specialists for general hazardous materials exposures, crush syndrome, and other expected injuries or unique conditions encountered.

As the Medical Action Plan evolves, it is expected that the task force Medical Manager may acquire data that would prove important to local, State, and Federal officials responsible for planning additional medical response to the disaster (i.e., burn teams, dialysis teams, mortuary teams, or other medical/health capabilities). If possible, this information should be conveyed, via the TFL, and Incident Support Team (IST) Medical Unit Leader, to the indicated medical/health official at the local jurisdiction's Incident Command Post (ICP) or the FEMA Disaster Field Office (DFO), as appropriate.

The Medical Manager should provide direct medical care as appropriate and provide medical control for the task force Medical Specialists. This activity should include the assessment and interventions for extended incident stress syndrome in task force personnel, if necessary. In addition, the Medical Managers should provide recommendations to other task force supervisory personnel on health care matters. The Medical Manager must schedule personnel to ensure round-the-clock coverage, ensure adequate rest periods, and brief shift replacements fully on all ongoing operations when relieved at work cycle rotations.

The Medical Action Plan provides assessment guidelines for the general sanitation conditions at and around the BoO and work sites. This assessment should be coordinated with the Safety Officer and Logistics Specialist. Impacts on the task force food and water supply, as well as the placement and use of sanitation facilities, must be assessed.

D. MEDICAL TEAM ROLE IN EXTRICATION ACTIVITIES

While the Rescue Manager/Squad Officer at an operational work site has the ultimate responsibility for site management, the close coordination between task force medical and rescue squad personnel is important to ensure a safe and effective operation, and optimal patient outcome. Refer to Appendix B – Rescue Operations Strategy and Tactics. It is essential that a medical team member be on site at the inception of any rescue operation. The medical team's scope of operations should include monitoring task force operations closely as the personnel work toward accessing and extricating the patient. Rescue operations must be monitored for potential impact on the trapped victims (i.e., dust creation, carbon monoxide generation, oxygen consumption, hypothermia, etc.). This may require the intervention of medical team personnel.
A careful review and pre-positioning of appropriate medical equipment, supplies, and personal communication equipment should be conducted to ensure immediate availability during the course of an operation. Specific tasks should be preplanned and assigned to medical team personnel including victim assessment, equipment provider, and other roles. Victim assessment must begin as soon as contact with a victim is made verbally, including an evaluation of the level of consciousness, victim injuries, and toxic or other exposures that have impacted on the victim's medical condition.

The medical team should perform a "hands-on" patient assessment and begin appropriate intervention as soon as the victim is reached and the surrounding space is stabilized. It is important to closely coordinate efforts with the rescue squad to immobilize the patient and plan for the patient's extrication and evacuation from the confined space. Once the patient is reached, the medical team is responsible for the victim's care during the remainder of the extrication.

The patient should be re-evaluated after every significant maneuver (lifting a crushing object, changing the patient's position, etc.) and as medically indicated. After removal from the collapsed structure, the patient should be taken to a pre-designated safe area, outside the identified collapse hazard zone, where the patient should again be evaluated, prior to transfer to transport. Refer to Appendix B – Rescue Operations Strategy and Tactics. Further evaluation, treatment, and stabilization of the patient prior to transfer should be based on the patient's injury, medical destination, level of care during transport, and transport time.

Coupled with the ongoing medical overview of rescue operations, medical team members must also monitor task force members involved in the operation for signs of excessive stress and fatigue, inadequate fluid and caloric intake, and environmental impact (i.e., cold, dust, heat, etc.) before, during, and after rescue operations. If indicated, the medical team should recommend appropriate actions, including rotation and rest for assigned personnel.

E. PATIENT TRANSFER CONSIDERATIONS

It is essential to maintain the integrity of the health care capabilities for the task force members and victims. Essential non-replaceable equipment, such as the cardiac monitor, should not be transported from the work site for continued patient care. Evacuation and potential loss of such equipment would detract from the capability of medical team members to provide care for task force members and for additional victims. The only exceptions may be for the transport of injured or ill task force members or seriously ill victims who need to be accompanied by a task force medical team member. This may occur at the Medical Manager's discretion, in consultation with the TFL, if it does not compromise the capability to care for task force members and additional victims.

F. MEDICAL SUPPORT OF OTHER TASK FORCE OPERATIONS

The Medical Manager should evaluate all task force operations that may require immediate medical support. This includes activities such as site evaluation, structural assessment, and hazardous material evaluations. If appropriate, medical team
members may be assigned to these activities. A Medical Specialist should be assigned to the reconnaissance team to assess general damage and victim entrapment potential. Refer to Appendix C – Search Strategy and Tactics for further information.

G. PATIENT DOCUMENTATION

The Task Force Patient Care Form (PCF) is intended to create written documentation of any patient's or task force member's assessment and any medical intervention performed by the task force medical team. It is also used to document any real or perceived chemical or biological exposures. These forms should be used to record all care, including that provided to task force personnel. This form should also provide documentation of the transfer of a patient from the task force's control to other medical resources. This will assist in tracking for patient outcome studies.

Prior to transport, the PCF will be completed documenting the complete patient care performed by the task force medical team (per instructions) and will be attached to the victim. The medical team must maintain a copy of each completed PCF. A Task Force Patient Care Log will be maintained, with daily updates to the IST Medical Officer.

H. PROPERTY ACCOUNTABILITY

As with the task force cache in general, property accountability of the medical equipment group is especially important, particularly with regard to medications and controlled drugs. The Medical Managers, in conjunction with the Medical Specialists and task force Logistics Specialists, must ensure that medical supplies and equipment are always tracked as established in Appendix H – Property Accountability and Resource Tracking System.

The Controlled Substance Accountability Form is to be used for tracking and documenting the disposition of controlled-substance medications. The Medical Managers are responsible for maintaining all medical-related forms throughout the course of the mission.

I. MEDICAL CARE FOR INJURED TASK FORCE MEMBERS

The medical team members shall provide initial care for all task force members who have been injured, exposed to toxic/biologic materials, or become ill. Any task force member requiring medical attention shall have documentation completed, including but not limited to the PCF and their sponsoring agency's internal reports and forms. U.S. Department of Labor form CA-1 must be completed for Federal requirements (refer to the Federal Injury Compensation Guidelines furnished in the U.S. Public Health Service's – DMT manual for copies and further explanation).

The medical team should assist with all other documentation to support follow-up investigation (workmen's compensation, etc.). For medical treatment beyond the task force medical team's capabilities, the Medical Manager, in conjunction with the IST Medical Officer, will determine the best available medical disposition (NDMS, DoD, local medical system, etc.). The Medical Manager shall make a recommendation to the TFL concerning the duty-status of any affected task force member (i.e., remain on incident,
assigned light duty status, relieved of duty and returned to original point of departure, etc.).

J. EVACUATION PROCESS FOR TASK FORCE MEMBERS

The task force medical team will make efforts to stabilize any injured task force member, prior to evacuation from the work site/incident. The medical team shall recommend to the TFL the optimal medical destination and method of transport to that destination. Task force personnel may be assigned to escort the injured member to assure optimal care for the injured member.

The TFL will communicate all pertinent information and details through FEMA communications channels back to the injured member's sponsoring organization and to the local ICP. The TFL or Medical Manager will brief all task force personnel on the occurrence, the member's condition, destination and the care provided. Periodic updates of task force members’ injuries and current condition will be provided, as warranted. Upon the task force's return to home base, the medical team will assure that all task force members cared for by the medical team receive referrals and follow up of their medical problems as indicated. (Refer to the Task Force Medical Director position description document in the FEMA US&R Task Force Description Manual - Administrative Section.)

The TFL and Medical Manager must identify, in advance, the medical evacuation system for any seriously injured or ill task force member (including canine). This activity may require close communications and coordination with the appropriate local Incident Command staff, and/or the ESF #8/NDMS representative, and DoD representatives. This arrangement may be quite different from the one used for disaster victims. The evacuation system should include plans for continued management of the task force member's illness/injury until delivery to an appropriate definitive care center.

K. DEATH OF A TASK FORCE MEMBER

In the event of death of a task force member, the Medical Manager shall verify the identity and confirm the death of the individual. The probable cause of death should be specified, if possible. This information must be provided to the TFL, as soon as possible.

Security should be ensured for the deceased member's personal items, such as wedding rings and watches, etc. The TFL should assign a task force member to accompany the remains to original POD. Transfer of the remains must be coordinated with the local Incident Command staff, ESF #8/Disaster Mortuary Team (DMORT) representative and DoD/FEMA officials.

The Medical Manager must initiate all appropriate documentation to record the details regarding the cause of death and support the follow-up investigation. The TFL, in conjunction with the medical team, must assess the stress impact of the accident/incident on the task force personnel and determine its further operational capability. Follow the Task Force Fatality Procedures form.
L. REASSIGNMENT AND DEMOBILIZATION

The Medical Managers must assist the TFLs in evaluating the current capabilities of the task force medical personnel, equipment, and supplies to accept a new mission or assignment, if necessary. This evaluation of the task force personnel's general physical and mental capabilities, as well as the operations and stressors already sustained, will influence this determination.

The Medical Manager must coordinate the necessary follow-up care for any task force member treated by the medical personnel for even minor injuries. The medical team personnel should be briefed on the mission status and reassignment/demobilization determinations when identified. Any operational losses and potential maintenance requirements of supplies, medicines, and equipment must be documented. The Medical Managers should make recommendations to the TFL regarding any expendable supplies and medications that should be left for the use of the local jurisdiction. Medical Managers must ensure that members throughout the course of a reassignment or demobilization movement maintain appropriate medical supplies and equipment.

M. POST-MISSION ACTIVITIES

Medical Managers should submit personal notes and documentation to the task force Planning Section for After-Action Reports. This should include a review of pertinent position descriptions, operational checklists, and protocols for recommended changes. The Medical Manager will provide appropriate information for the After-Action Report. This would include lessons learned and recommendations for the improvement of future activities. This should include noting task force accomplishments and/or conflicts for dissemination to all task force personnel.

The task force Medical Manager must furnish a document certifying the following information to the TFL.

- Name and social security number of each medical team member.
- Work schedule and time each member worked during the mission.
- Date and time the mission was terminated and demobilization completed.
APPENDIX K

TASK FORCE SAFETY CONSIDERATIONS
APPENDIX K

TASK FORCE SAFETY CONSIDERATIONS

A. INTRODUCTION

Urban search and rescue operations constitute one of the most complex and difficult activities emergency responders may encounter. Fundamentally, US&R operations are dependent on various disciplines working in close concert with each other. If any task force element fails to carry out their respective assignment in a safe and professional manner, the risk of injury or death of a task force member is increased.

Task force personnel conducting US&R activities are exposed to many risks and hazards when carrying out assignments. Examples include earthquake aftershocks, unstable structures, uneven footing, energized electrical equipment, falling material, flying objects, exposure to hazardous materials, excessive noise and dust, confined space operations, smoke and fire, contaminated air and water, dangerous equipment, heavy lifting, excessive fatigue and stress, adverse weather, armed thieves and looters, and working in unfamiliar surroundings. If safety is compromised at any time, the consequences could be serious.

Even with the formal position of task force Safety Officer, it is essential that all task force members recognize the high priority that safety and welfare issues command. In the course of a mission or training exercise, there are so many potential safety issues that no one person can be expected to recognize them all. Therefore, each member of the task force assumes a personal responsibility to conduct their assignment in a professional and safe manner. The task force Safety Officer has the primary responsibility for monitoring and assessing the overall safety aspects of the task force during incident operations. This is accomplished by ensuring good safety practices are identified in the operational action plans, during task force briefings and critiques, and ensuring that all operations are monitored for compliance. However, all task force personnel have the responsibility to identify unsafe acts and hazardous conditions, report them to their supervisor, and mitigate such situations if possible.

Ideally, the way to ensure proper emphasis on safety issues is to establish a strong, positive attitude during task force development, training sessions, and field exercises. Accidents and injuries are prone to occur when there is a lack of safety awareness among task force members, as well as members conforming to unsafe group norms, tunnel vision, faulty judgement, lack of leadership, lack of safety training, and a general poor attitude about training. It is necessary to evaluate safety concerns during every phase of task force operations from the time of activation and mobilization through deactivation and demobilization.

Task forces should train and operate in compliance with all Federal regulations issued by the Occupational Safety and Health Administration (OSHA) of the U.S. Department of Labor as well as a number of non-governmental organizations, such as the National Fire Protection Association (NFPA) and the American National Standards Institute (ANSI). States that have adopted the Federal OSHA regulations are required to cover rescue workers. Non-OSHA states may not have to comply with all regulations;
however, all task forces should make every effort to operate under the regulations as a matter of good practice and for the benefit of the team members. These are found in the General Duty Clause of 29 United States Code (USC), Section 654(a)(1) and applicable portions of Title 29 of the Code of Federal Regulations (CFR), Sections 1901, 1910, and 1926. Some non-Federal standards that should receive attention are: NFPA 1470, and appropriate sections of NFPA 1500 and 1521.

Although the risk of injury to task force personnel is greatest during incident operations, injuries can also occur at other times. For this reason, a number of safety considerations associated with each phase of task force missions are listed below.

1. **Pre-Activation Phase**

   This phase can set the tone for safety of all personnel at all training sessions and mission responses. Safety Officers should attend all training sessions. They should also be knowledgeable of all position descriptions on the task force and interact with the individual teams as often as possible to increase familiarity and develop a close working relationship and understanding of their methods of operations. This relationship will help to heighten trust during a deployment. As part of the regular task force training, the Safety Officer’s role and authority as specified in NFPA 1521 and its relationship to the task force’s operations should be stressed.

   Task force supervisory personnel should ensure that all task force members are physically fit and have passed the FEMA Task Force Physical Agility Evaluation or comparable employer sponsored physical assessment. They should be properly inoculated and their Responder Information Sheets should contain information on emergency contacts and next-of-kin.

   The selection of perishable foods that will be taken on a mission should be reviewed by task force supervisory personnel along with Safety Officers prior to any mission to ensure it does not adversely affect the performance of the team. Some foods can prolong or act to increase the body’s intolerance of stress, such as the continued use of caffeine and high-fat foods. The type and quantity of supplemental food and drink should be pre-determined prior to the mission.

2. **Activation**

   The Safety Officer should be included in the initial task force briefing after the Alert Notice is issued to begin forming a safety plan for the activation. Task force supervisory personnel should, with input from the Medical Team Manager and the Safety Officer, research environmental conditions at the incident site to determine the appropriate clothing for deployment.

   At the Point of Assembly, the Safety Officer should ensure that all personnel check-in with the proper personal protective equipment and appropriate clothing for the environment.

   The Safety Officer and the Medical Team Manager should work together to ensure that all members selected for the mission are physically well and meet medical criteria for
deployment. The initial task force briefing should be used to highlight safety concerns and reiterate that everyone is responsible for their own safety.

3. **Point Of Departure**

Caution must be exercised when working around and loading aircraft.

Also at this stage the well being of deploying personnel must be monitored. Delays can occasionally cause stress to those waiting to deploy. Activities should be arranged to defuse excess stress that could create dysfunction among the members while standing by. This is a good time to ensure that members begin to hydrate. Quality food should be available to task force members so they can arrive at the incident site ready to work.

4. **During Transport**

Air and ground transportation are the two basic transportation methods for task forces to an incident. The probable method of air transportation is by military aircraft. There are significant differences between military and civilian air transport. Military aircraft can be very loud, requiring the use of ear protection. The aircraft can also have wide temperature variations, necessitating warm clothing for the flight. Task force personnel should stay seated and attempt to rest as much as possible. They should not stray into the cargo area as injury could result from shifting cargo. Medical personnel should have immediate access to their medical treatment backpacks. The use of radios or other electronic equipment is not permitted because of their possible affect on aircraft navigation and communications systems.

If the task force is deploying by ground, drivers should be rotated regularly. Other task force personnel should attempt to rest as much as possible during the trip. It the task force contracts out drivers for busses and trucks, the task force must ensure the drivers maintain their professionalism at all times, especially during down times, as the task force may be requested to move at any time with little advance notice. This holds true for the duration of the mission.

While at mobilization centers or other stopping points, task force members should not be allowed to leave the main body of personnel without specific permission from their immediate supervisor.

5. **At Incident Site**

When establishing a Base of Operations (BoO) site, there are specific safety considerations that should be factored into the final location decision. It should have good sanitation, good foot traffic flow, and lend itself to proper security. The facility should be setup to provide security to personnel and equipment. No valuables should be stored near the perimeter nor should it be easy for outsiders to enter the facility except by one common, monitored entrance. It should be located in an environmentally safe location with no chance of contaminated runoff entering the site. It should have proper drainage to reduce ground water saturation. The site should also be located to allow for proper rest and relaxation of team members and out-of-sight of the incident work location to reduce stress. A combined effort between the Safety Officers and the
Medical Team Managers should ensure an appropriate food preparation protocol is established and garbage is disposed of properly. Facilities must be incorporated to collect and dispose of gray-water. Proper hand washing stations and toilet facilities must be put in place. Proper lighting is mandatory at night to reduce the chances of injuries. Any tent rigging or other wire should be flagged with highly visible tape so they may be easily seen. The Safety Officer should perform a risk analysis on the BoO site, mitigating hazards where possible, and properly marking and advising the task force of hazards that cannot be removed.

6. During Incident Operations

Incident operations provide the most challenging aspect of the safety mission for both the Safety Officer and each individual task force member. Past incidents have shown that this is where the majority of injuries occur. The Safety Officer’s function should be focused on providing for and monitoring safety for the entire operation and address the potential causes of team member’s accidents and injuries. The Safety Officer should attend all planning sessions with the Task Force Leader (TFL) and task force supervisory personnel to offer insight into the safety aspects of a particular course of action. The TFL should have the Safety Officers develop a safety plan for the operational mission and include safety items in the daily task force Incident Action Plan (IAP).

One of the most effective ways to monitor overall operations while on a mission and ensure compliance with the safety plan is the use of check sheets. This can help in identifying, recording, and prioritizing items that need to be addressed. These can be developed by the Safety Officers and can be completed by task force supervisory personnel. The Safety Officer can review completed check sheets to monitor safety compliance. The following items should receive attention:

a. Planning/Management

- Conduct a risk and hazard survey of the assigned work site, mitigating hazards where possible. Conspicuously mark hazards which cannot be eliminated. Also identify the hazards on a sketch map and advise the task force supervisory personnel.

- Liaison with local jurisdiction's Safety Officer to ensure continued coordination and information exchange on safety within the disaster area.

- Gather information on weather forecast.

- Alert all task force personnel of the possibility of exposure to poisonous snakes, rats, spiders, wild dogs, etc., as appropriate.

- Ensure escape routes are preplanned, clearly identified, and understood by all assigned personnel. These should be for each individual work site as well as from the BoO.
• Ensure helmets or vests indicating their assigned position properly identify appropriate personnel.

• Ensure infectious disease control measures are adhered to.

• Monitor task force safety equipment stock to ensure adequate supply is available.

• Investigate all accidents, collect data on how an accident occurred, and take steps to prevent recurrence. Include generic accident data in the IAP.

• Fill out accident and injury forms as required.

b. Personnel Safety/Well-being

• Ensure that all personal protective equipment is being properly used.

• Ensure that task force briefings reinforce proper sanitation and hygiene procedures.

• Ensure that all assigned personnel recognize the task force alerting and evacuation system.

• Ensure all personnel are decontaminated prior to leaving the site and returning to the BoO.

• Ensure that task force personnel do not operate alone.

• Ensure personnel accountability with a Personnel Accountability Identification System.

• Ensure that all task force personnel have adequate means of communications both on and off site with the Task Force Control Center (TFCC).

• Ensure rest, rotation, and feeding of Rescue Specialists during prolonged rescue.

• Ensure personnel are constantly alert for new hazards in the work area.

• Ensure proper food preparation techniques are adhered to.

• Ensure proper personal sanitation and hygiene by members prior to eating.
c. **Operations**

- Establish a hot zone and operational working area around assigned work sites in order to avoid injury from falling objects, overcrowding, etc. Ensure that these zones are properly identified.

- In order to minimize any further collapse, ensure that a structural stability assessment and required mitigation are completed before search and rescue operations are started.

- With the Hazardous Materials Specialist, check work area for hazardous materials before starting operations.

- Ensure monitoring of atmospheric conditions in confined spaces.

- Ensure that utilities are shut off, tagged, and secured before beginning operations.

- Ensure that shoring and cribbing is of proper size/type and is correctly installed. These should be reviewed periodically and after any breaching or lifting operation.

- Ensure adequate ventilation when working in confined spaces, where possible.

- Ensure adequate lighting is provided inside voids or at night.

- Ensure tools and equipment are used appropriately.

- Ensure helicopter over-flights are restricted to avoid excessive vibrations and down-wash on unstable structures.

- Restrict the use of heavy equipment on or adjacent to the structure where US&R activities are occurring.

The Safety Officer should ensure compliance with the items listed by reinforcing basic safety considerations at daily briefings, ensuring that safety resources and equipment are available for each site and ensuring that each operation has a site-specific Safety Officer.

7. **Demobilization**

Personnel returning from the mission may be extremely exhausted, not properly nourished, and lose their focus on safety when loading and unloading the equipment cache. It is especially important to reiterate safety procedures during this time.
8. **Return To Point Of Departure**

The sponsoring agency should ensure that sufficient non-deployed personnel are available to support the unloading and moving of the equipment cache once the task force arrives. Incident stress management and defusing must be conducted at the appropriate time.

In the days following the return home, the Safety Officers should participate in the after-action critique of the mission and ensure all safety concerns are incorporated into the final task force After-Action Report. It is imperative that the safety findings and lessons learned are highlighted and incorporated into future training sessions, field exercises, and operational procedures.

Task force supervisory personnel should ensure that all personal safety equipment is restocked to original levels before the equipment cache is declared operational.
APPENDIX L

BASE OF OPERATIONS
MANAGEMENT
APPENDIX L

BASE OF OPERATIONS MANAGEMENT

One of the crucial elements of a successful operation by a task force is the location and operation of the Base of Operations (BoO). The BoO serves as the equipment cache set-up area, command and control area, sleeping/resting/eating areas, refuge from the elements, communications link with the outside world, and many other functions.

A. SITE SELECTION CRITERIA

One of the functions of the Incident Support Team (IST) Logistics Section is to survey potential task force BoO sites. If this is not possible due to the large number of task forces on the incident or the wide-area scope of the disaster, then the task forces may have to find a location on their own. If there is no established location for the BoO at the time the task force leaves the mobilization center or staging area for their work location, it may be prudent for the task force to send out an advance team to provide reconnaissance for choosing a site. The advance team should include a Task Force Leader (TFL), Medical Manager, Rescue Manager, Search Manager, Safety Officer, Logistics, and Communication Specialists. These personnel should use the Task Force Site Locations Checklist/Sketch Form to ensure the potential site meets appropriate criteria.

There are a number of general considerations that should be considered when choosing a site. The most strategic factor for the placement of the BoO is its proximity to the anticipated rescue work sites. There are two key factors: travel distance and available transportation. If transportation is limited, the need to establish a forward base close to the work area should be considered. Transportation access or avenues should be considered as part of the location choice of the BoO.

As important as the proximity of the BoO to the work site is, it is also prudent to consider having the BoO some distance away from the work site. The site must provide a tranquil place where task force members can get restful sleep. It should be away from major highways, railroad tracks, and airports. It is important for all members to get as much rest as possible. This makes for more productive work sessions and lessens the chance of injuries on site. It is also important that the members get physically away from the work area and are not forced to constantly view the site. This reduces the amount of stress that workers must deal with during the incident and gives them temporary refuge from the disaster environment.

The site should be environmentally safe with no chance of contaminated run-off. It should not be located near landfills, manufacturing plants, tank farms, or other such sites and should be located upwind/upstream, if nearby any facilities of potential release. It must be safe from the effects of rain run-off, snow build-up, exposure to high winds, etc. The BoO site should be set up to provide as much natural security as possible. The BoO an is an attractive target for looters who recognize it as a source for food, water, and equipment. These can be desirable after a widespread disaster. As much as possible, task force members must provide guard over the site. The IST or
task force supervisory personnel should request professional security personnel or military guards to exclude unauthorized persons.

Establishing the BoO on higher ground will usually enhance radio communications. Personnel must ensure that adequate space is available for equipment cache set up and maintenance, shelter of personnel and canine, the Task Force Control Center (TFCC), medical treatment area, food preparation and feeding area, toilet and sanitation area, and helicopter landing zone.

Existing structures may be available for the BoO site. The advance team or IST should consider this during reconnaissance. Existing structures are preferred over the cache tents, but they must be determined safe by the task force. Earthquake aftershocks must be considered in the final decision as well as other events that may affect the stability of a building. The BoO should not be set up next to a high-rise building or other structures with the potential for failure. If the task force elects to use existing buildings, permission must first be obtained from the local jurisdiction because there may have to be waivers on the zoning and occupancy of the buildings used. Other health and safety issues may be involved in using non-residential buildings.

If the cache tents are used, the space must be level or have proper drainage so that rainwater does not flow into the tents or create a muddy area where there is heavy foot traffic.

B. BASE OF OPERATIONS SET-UP

The set-up of the BoO should be based upon the needs of the task force as it begins the mission. The task force is not fully effective without the use of the tools, equipment, and supplies in the cache. Therefore, the cache area of the base should be a priority. In most cases, it will be necessary to assign additional personnel to assist in the set-up of the cache due to its size and weight. As the cache area is developed, equipment needed to support a structures triage team, reconnaissance team, and search and rescue operations should be prepared first.

An early consideration of the cache set up should be the shelter requirements for various cache elements. If an existing structure can safely be used to store the cache this need is simplified. If not, separate tents should be erected for weather sensitive supplies and equipment, food, and medical supplies.

The location of the TFCC is an important consideration during the set up of the BoO. The location should have been determined during the development of the BoO Location Checklist/Sketch form. During the length of the mission, the TFCC will be the focal point for the task force and must be strategically located so as to function effectively.

After the cache is set up and the TFCC is operational, the lodging requirements of the task force should be addressed. Determine if existing structures are available and can be safely used. In general, smaller, wood framed structures may prove safer for cache and personnel shelter. The type of construction as well as the general condition should be taken into account. If structures are not available, a personnel shelter area should be established using tents denoted on the BoO Location Checklist/Sketch form.
A food preparation area, task force feeding area, separate canine area, and toilet/sanitation area must be established.

A medical treatment area must be established within the BoO as identified on the Site Location Checklist/Sketch form. Advice from the Medical Managers should be solicited prior to the selection of the medical treatment area.

The main entrance should be near the main route of travel. Generators and lighting should be placed on the perimeter of the BoO as close as possible to the section being powered. The quietest generators should be used around the sleeping areas and the TFCC/communication area.

Throughout the course of the mission, task force supervisory personnel should assess the BoO functionality. Requests to the IST may be necessary for communications equipment, medical equipment, canine needs, or issues related to food, shelter, and sanitation.

C. SET-UP PROCEDURES

The Task Force Base of Operations Location Checklist/Sketch Form can be used for the actual placement of the facilities within the BoO. The advance team should carry a kit for use in marking the locations of sections in the BoO. The kit should contain at a minimum:

- Two 100' measuring tapes
- One roll of fire-line tape
- BoO signs
- Polaroid camera
- Point down spray paint
- Command vests
- Box of marking chalk
- One pair binoculars
- 35 mm camera.

Each task force should have a template of the site set-up for their individual task force with the type of size of their tents and how they prefer the site to be set up. This should include the minimum size area required for the BoO and an alternate layout size. The team can lay out and identify sections of the BoO with signs and fire-line tape. Personnel can then go back over the area with spray paint cans and outline on the ground each section of the BoO and where each tent will be set up. Areas that need to be marked are for sleeping, food distribution, medical care, TFCC, equipment cache, equipment repair, fuel storage, sanitation/hygiene areas, and canine shelter areas. When the full task force arrives and personnel are designated to begin the full set-up, it will speed the entire process in that it will be evident exactly where each BoO function is to be located.
D. BASE OF OPERATIONS MANAGEMENT

The TFCC is the main control point for the task force operations. This control point can be as simple as a single tent or an existing, safe structure. The TFCC should become the command and coordination point for the TFL and accommodate the operations of the task force Communications Specialists and Planning Officer. The task force supervisory personnel should be situated in this area so that important decisions can be made quickly. To reduce radio traffic as much as possible, telephones should be used to communicate with the BoO locations. Radio communication should be used primarily with the off-site work groups. The TFCC should be staffed 24-hours a day until demobilization. This is to maintain a contact point with the task force for communications from the IST, local Incident Commander, or the home jurisdiction.

Accountability of all task force members should be done from the TFCC. Only those personnel with an official reason should be authorized to leave the BoO. Any personnel leaving the BoO site should be identified in some manner and recorded in the TFCC. When personnel return, their status should be changed to indicate their presence in the BoO. At anytime, the TFL should be able to quickly identify the personnel in the BoO and those off-site for any reason. This is important in the event of an evacuation, so that the task force supervisors can account for personnel.

E. DEMOBILIZATION

Upon demobilization, the BoO site should be restored to its original condition. This includes properly policing for trash and other remnants left behind. The task force supervisory personnel should ensure that the site looks as good or better than when the task force arrived. Remember that the task force should not be a burden to the locality. This includes not leaving behind a site that requires the locals to clean up or restore it to its former condition.
APPENDIX M

TASK FORCE PLANNING
APPENDIX M

TASK FORCE PLANNING

One of the most critical functions of task force management on a mission response is to ensure that sound strategic and tactical planning is performed. This allows the task force to operate in a safe and effective manner and complete its assigned objectives. Proper planning is a continuous process that begins well before receipt of the Alert Notice, and continues through the completion of the After-Action Report. Proper planning will be an asset to the completion of a successful mission. Conversely, the lack of proper planning will contribute to a less than productive mission.

For planning to function in a complimentary manner during a mission, it is imperative that task force management ensures the specific functions and requirements of planning and technical information are completely understood by all members of the task force. The Planning and Technical Managers work closely together to ensure that the documentation and reporting needs of the task force are met. The planning function is responsible for the collection, evaluation, dissemination, and use of information regarding the development of the incident and status of resources. Information is required in order to understand the current situation, predict the probable course of incident events, evaluate the need for additional resources, and prepare contingencies to accomplish the mission. The technical information function is responsible for documenting, tracking, and retrieving all pertinent information regarding task force activities for on-site and post incident analysis, historic documentation, and post event critiques. The planning function of the task force will be closely tied to the Incident Support Team (IST) planning function, as the IST is responsible for determining the overall mission objectives which dictate the actions of the task force.

To facilitate the planning function during various stages of the mission, the Planning Manager may be charged by the Task Force Leader (TFL) with setting up planning meetings and operational briefings or debriefings and arranging for the appropriate personnel to be present. These briefings are held in order to facilitate the collection and dissemination of information. Regardless of the type of meeting or briefing, all attendees must be notified and an agenda must be provided prior to the meeting.

A. PLANNING MEETINGS

Planning meetings are conducted so that task force management can review the status of objectives and operations for the previous operational period, determine the accomplishments and deviations, and begin planning for the next operational period. At the task force planning meetings, the Planning Manager is the meeting facilitator. As such, the Planning Officer must be prepared to collect the information needed for the next operational period and disseminate information such as the Task Force Action Plan.

Task force planning sessions should have limited attendance. Too many in attendance slow the process. To further enhance planning meeting effectiveness, all participants must come prepared to address their particular agenda issues. Although the TFL
decides who is to attend the planning meeting, to promote effective action planning, the following personnel should be involved:

- Task Force Leader
- Planning Manager
- Technical Information Specialist
- Safety Officer
- Functional Team Managers
- Communications Specialist
- Any specialist functions deemed necessary
- Local representative (if appropriate).

B. BRIEFINGS AND DEBRIEFINGS

During the various phases of the deployment, there are two types of operational briefings that a TFL is responsible for holding. First, there is the need for a general briefing that all task force personnel should attend, and second, technical briefings related to functional issues, where only selected individuals are designated to participate.

Early in the mission, the TFL will need to establish the briefing process that will be used throughout. This should include who will be responsible for conducting the briefings, the briefing schedule and location, who should attend the briefings, and topics or issues to be covered.

Even though briefings may be conducted on a scheduled basis, it may be necessary to conduct impromptu briefings for special situations. This could include such occasions as dealing with life threatening information, a change of tactical assignment or work priorities, special risk or hazard identification, injury of a task force member, etc.

On-incident debriefings of task force members are also critical in order to maintain current resource and situation status. Information gathered from task force members will be important to the task force management as well as the IST and local officials.

Information obtained from these debriefings will aid managers in the tracking of assigned personnel and equipment, task force work progress, and tactical planning activities. Debriefings normally require the involvement of the TFL, Team Managers, Squad Officers, Planning Manager, and Technical Information Specialist for documentation.

C. PRE-ACTIVATION

Prior to any activation, the Planning Manager must ensure that all forms, equipment, and supplies required on a mission and needed prior to formal set-up of the Base of Operations (BoO), are available on computer hard disk, back up disks, and hard copy for immediate use. The amount of this immediate need equipment should be such that it can be hand carried by Planning Section personnel.
The Planning Manager must also ensure that all personnel who may be required to complete these forms are familiar with the forms and the documentation requirements. In addition, the Planning Manager and Technical Information Specialists should ensure that all computers and other automated office equipment are in good working order, that administrative supplies are fully stocked, and the Mobilization Manual is kept updated with current telephone numbers and contact names. The TFL may also assign the Planning Manager the responsibility of establishing and maintaining a task force records management system.

D. ACTIVATION

At the time the Alert Notice or Activation Order is received, the TFLs, Team Managers, and Planning Managers should be brought into an initial planning session to determine the readiness of the team to deploy and begin to execute the items in the Mobilization Manual. All managers should begin documentation using the ICS Form 214 – Unit Log. In conjunction with the TFL, the initial actions required by the Planning Manager include obtaining any additional information regarding the incident. This could include determining the environmental conditions, obtaining topographical and street maps of the incident area, preplanning the routes of travel for traffic, or other special problems such as closed roads or raised drawbridges. Information sources for this may include the Internet/World Wide Web, National Weather Service, United States Geological Survey (USGS) for earthquake information, National Hurricane Center, and the National Oceanic and Atmospheric Administration.

In addition, the Planning Manager should begin the immediate development of a Task Force Action Plan for the initial operational period.

Some of the issues the Task Force Action Plan should address include:

- Objectives - Task force objectives for the initial operational period.
- Safety - Concerns regarding the loading and movement of equipment and personnel.
- Medical - The procedures for reporting and treating any injuries or illnesses suffered by task force members.
- Communications - The radio frequencies, radio designations, telephone roster, contact points, pager numbers, etc.
- Transportation - The process for alerting the Point of Departure (POD), transporting task force personnel and equipment, and a route plan if the task force is being deployed by ground.
- Additional Information - Any other special information pertinent to the mission or any other necessary issues as outlined in Appendix N – Task Force Mobilization.
While enroute to the incident, task force management should identify any subdivisions of the task force that may be required, such as dividing the personnel into two teams for 24-hour operations, identifying advance and reconnaissance team members, or any other special functions.

E. ON-SITE

When the task force arrives on-site, the TFL and Planning Manager should meet with the IST, or in their absence, the local Incident Commander as soon as possible to receive an overall assessment of the incident and any immediate assignment. Initial on-site planning should include documentation of the task force mission and the location of the task force operation. This initial information gathering should include what, where, when, and how the incident occurred and what risk factors exist. A historical picture of the incident should be developed for the task force to plan for its involvement in the incident mitigation.

While on-site, the task force will engage in two types of planning functions that are carried on simultaneously. The first is short range, daily strategic planning, in conjunction with the TFL and team managers. Task force capabilities and subsequent priorities for work assignments should be considered during each planning session. The condition of the task force personnel (i.e., physical and mental fatigue, morale and effectiveness, etc.) must be monitored daily and factored into subsequent planned activities. The Planning Manager must also constantly monitor and plan for environmental changes such as dramatic weather fluctuations. These can have a significant impact on the performance and effectiveness of the task force and victim viability.

The TFL and Planning Manager shall attend and provide input at the IST planning meeting and obtain copies of the Incident Action Plan (IAP). If the IST is not established, the TFL will ensure that an IAP is developed. The IAP will contain the overall objectives for the operational period along with weather information, safety concerns, evacuation plan, maps of the area, site information, building plans, utility information, and other relevant information.

Based on the task force assignments, as outlined in the IST IAP, the TFL should in turn, have the Planning Manager develop a task force tactical action plan for subsequent operational periods. The task force tactical action plan does not have to be complicated or lengthy and should not duplicate the information already contained in the IAP. Rather, it should summarize the task force tactical assignments necessary to accomplish the strategic objectives.

The second type of planning function involves long range planning. This entails the task force management monitoring issues and resources necessary for the next 3 to 7 days. Input should be reviewed from each team manager’s operational period reports and unit logs. These reports should contain the status of what resources are necessary for the next several days to allow completion of the team’s objectives. The Planning Manager must take into consideration the lag time for obtaining resources as identified by the IST and ensure that supply requests are promptly submitted for sufficient food, water, and equipment to keep the task force operating at its full capability. Task force managers
should also include status reports on the physical and mental condition of the team members so the Plans Manager can have a good idea as to how long the task force can continue to operate at its current pace. This information will be factored into the long range planning for task force use and the demobilization process by the IST.

Throughout the incident, the TFL (or designee) has the responsibility to attend briefings convened by the IST, and to ensure that the task force is kept informed of appropriate issues in a scheduled and timely manner. The Plans Manager should have a clear understanding of what reporting information is required and the times and to whom this information is required to be submitted. Some of the reports the task force may be responsible for include periodic situation reports, chronological event logs, and current task force rosters and contact information. To facilitate the reporting process, the TFL may desire to have the Planning Manager participate in these meetings as well.

F. DEMOBILIZATION

Beginning with the task force activation, the TFL and Planning Manager must always be cognizant of, and begin planning for, the demobilization process. Demobilization is no more than a reversal of the mobilization process. The Planning Manager should be considering demobilization issues several days before the assignment has been completed. This process needs to be discussed with the TFL and team managers during action planning meetings and reviewed with the task force members during the briefing sessions. Consideration is required for issues such as: the condition of task force personnel, notifications to the sponsoring organization, all transportation requirements, inventory and packaging of tools and equipment, break down of support facilities, general clean up, resupply requirements, and after-action activities.

As the task force mission begins to conclude on-site operations, the IST will notify the TFL of an estimated demobilization date and time. The IST will provide the task force with a Demobilization Plan. The task force is then required to develop a demobilization timeline using the logistical information provided by the IST.

This demobilization timeline should identify what activities the task force needs to complete to be ready to disengage and conclude the mission, be released to the mobilization center, or sent directly home if ground transportation is used. It should detail the time schedule for the conclusion of any mission objectives, the dismantling of the BoO, re-palletizing of all cache items, food schedule for the last meal on-site, and the time personnel should be ready for transport to the task force POD, or home.

G. AFTER-ACTION PROCESS

As a part of the after-action process it is recommended that an informal, on-site operational debriefing be conducted. The purpose of this session is to reaffirm the chronology of events and clarify the major accomplishments and problems from the mission. There are several advantages to conducting a debriefing as soon as possible after tactical operations have terminated and before the task force returns home. Information is still fresh, it provides another opportunity for team building, it can provide an opportunity for incident stress relief, and it makes good use of task force members' time during the demobilization process. Significant issues can be identified and
hopefully defused which will allow all personnel to disseminate the same information to
the sponsoring jurisdiction, the media, and family and friends upon arrival back home.
The significant issues from this debriefing should be documented during the session
and saved for the formal after-action debriefing and inclusion in the task force After-
Action Report.

In addition to the on-site debriefing, the task force should conduct a formal after-action
debriefing of the mission with all deployed members shortly after the task force returns
home. This session should be a complete and thorough review of all facets of the
mission. The TFL should start the formal debriefing process by establishing the
Planning Manager as the facilitator, the ground rules to be followed, and highlight that
the session must be conducted in a positive and constructive manner. Criticism must
not be directed at individual task force members. It is important to remember that the
objective is to improve the overall performance of the task force. Individual performance
issues must be addressed on a personal and private basis.

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

- Safety concerns related to all aspects of the mission.
- Management and coordination issues such as intra-task force cooperation
  and effectiveness, and integration of the task force into the local jurisdiction's
  system.
- The information flow between task force functional elements, between the
  task force and Incident Command Post, between the task force and the IST,
  and the task force and the Emergency Support Team (EST) while in transit
  should be assessed.
- Communications issues should be reviewed. This would include frequency
  planning and use effectiveness of the radio coverage, effectiveness of
  communication equipment, etc.
- Effectiveness of planning activities for task force tactical operations. This
  includes operational briefings and debriefings, general and technical
  information, shift scheduling, rotations, and shift change.
- General physical logistics of the task force operations. This includes layout
  and management of the BoO, work site management and control, equipment
  cache management, cache set up and organization, care and maintenance of
  tools and equipment, and the periodic evaluation of reserves.
- Medical issues, including the care and treatment of task force personnel,
  related canine issues, victim treatment including hand-off problems and
  tracking, and the management of controlled drugs, medicines, and supplies.
• Supply logistics, including the effectiveness of resupply requests, coordination and sharing of equipment between work sites, effectiveness of property accountability and resource tracking, adequacy of support facilities including sanitation, feeding, sleeping arrangements, and transportation issues.

• Overall performance of the task force.

A good method to be used when conducting an after-action debriefing is to request that each function independently conduct an informal session prior to the full task force convening for the general session. A representative from each of the functions should be allowed to present their respective concerns followed by the TFL. It is useful to provide a short period of time for general discussion, allowing all task force personnel to participate. It is also essential that the TFL appoint a recorder to document the information along with who initiated the input. This information is needed for follow-up actions, clarification of identified issues, and After-Action Report contributions.

H. AFTER-ACTION REPORTING

Just as the demobilization process begins with the task force activation, so does the after-action reporting process. With approval from the TFL during the mission, the Planning Manager should constantly reinforce the need for task force personnel to document any issues or items that may be included or reviewed in the after-action process. This should be accomplished using the task force After-Action Report form. The task force should have computerized information gathering capability to collect all relevant information during the deployment. All information, conclusions, and recommendations from both the on-site and formal debriefs and all mission documentation should be compiled into a formal After-Action Report to be forwarded to the FEMA Program Manager within 30 days of the return home. This report should also be used as the basis for future task force training sessions and areas of expected improvement.

The final written report should include:

• An executive summary of the report;

• An introduction describing the overview of the mission, including the task force mission assignment/reassignment;

• A chronology of events including alert, activation, mobilization, on-site operations, post mission activities, incident stress management sessions, equipment rehabilitation, and mission debriefings;

• Evaluation of the effectiveness of the task force organization, call-out procedures, operating procedures, operational checklists, position descriptions, equipment, Field Operations Guide, and prior task force training;
• Evaluation of the mission operations, alert/activation procedures, logistical movement and resupply activities, on-site coordination with the IST, Emergency Response Team (ERT), and other Emergency Support Functions (ESFs), rescue operations, and effective integration into the local incident management structure;

• Recommendations for possible changes within the task force; and

• Recommendations for system possible changes within the National Program to enhance future activities.

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

**Statement of issue** – Statement of problem or observation. Generally stated in one or two sentences.

Example: Insufficient overlap of work shifts limited the time for proper information exchange.

**Background discussion** – A brief narrative describing the problem and providing relevant background information to clarify and support the statement of issue.

Example: Due to the timelines set for transportation and escort back to the task force sleeping facilities, there was limited time for the AM and PM shifts to meet and pass-along pertinent information.

**Recommended action** – Precise and specific actions that provide the steps necessary to change or improve the statement of issues situation or condition.

Example: At shift change, schedule one full hour of overlap time. This would allow 30 minutes for operational briefing/debriefing, and 30 minutes for task force member’s briefing/debriefing.

**Assigned responsibility** – This section should identify the function or agency with the responsibility and authority to take the recommended action.
# TABLE M-1: Sample Planning Process and Schedule

Based on 2-12 hour operational periods, beginning at 0600 and 1800 hours

<table>
<thead>
<tr>
<th>TIME</th>
<th>DESCRIPTION OF EVENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>0500</td>
<td>OPERATIONAL BRIEFING/DEBRIEFING – 0.5 hours</td>
</tr>
<tr>
<td>1700</td>
<td>IST, TFLs, and Planning Officers from current and next operational period participate in the briefing/debriefing process. IAP is distributed.</td>
</tr>
<tr>
<td>0530</td>
<td>TASK FORCE OPERATIONAL BRIEFING – 0.5 hours</td>
</tr>
<tr>
<td>1730</td>
<td>TFL briefs on-coming task force members. Tactical assignments are made.</td>
</tr>
<tr>
<td>0600</td>
<td>OPERATIONAL PERIOD BEGINS – OPERATIONS SHIFT CHANGE – 1.0 hours</td>
</tr>
<tr>
<td>1800</td>
<td>Task force begins operations. IST Planning Section Chief and task force Planning Manager collect, compile, and finalize report related to the last operational period.</td>
</tr>
<tr>
<td>0700</td>
<td>PLANS SECTION SHIFT CHANGE – 1.0 hours</td>
</tr>
<tr>
<td>1900</td>
<td>IST Planning Section Chief and task force Planning Manager conduct shift change briefing and debriefing.</td>
</tr>
<tr>
<td>0800</td>
<td>PREPARE FOR PLANNING MEETING – 3.0 hours</td>
</tr>
<tr>
<td>2000</td>
<td>IST and TFL review accomplishments and begin planning for the next operational period. IST Planning Section gathers information, and prepares displays and documents for the planning meeting. IST Planning and Operations Section Chiefs meet with TFLs to identify resources and tactics for the next operational period.</td>
</tr>
<tr>
<td>1100</td>
<td>PLANNING MEETING – 0.5 hours</td>
</tr>
<tr>
<td>2300</td>
<td>TFL, Planning Manager, and specific IST staff meet to discuss objectives for the next operational period. Specific actions are identified in order to meet the objectives.</td>
</tr>
<tr>
<td>1130</td>
<td>PREPARE INCIDENT ACTION PLAN – 3.5 hours</td>
</tr>
<tr>
<td>2330</td>
<td>IST Planning Section Chief prepares IAP. All other sections turn in required documents for inclusion in the IAP. Task force Planning Manager begins formulation of tactical action plan.</td>
</tr>
<tr>
<td>1500</td>
<td>REVIEW AND APPROVE IAP – 0.5 hours</td>
</tr>
<tr>
<td>0300</td>
<td>IST Planning Section Chief forwards IAP to the IST Leader for approval.</td>
</tr>
<tr>
<td>1530</td>
<td>MAKE ANY CHANGES AND FINALIZE IAP – 0.5 hours</td>
</tr>
<tr>
<td>0330</td>
<td>Based on input from the IST Commander and the TFL, IST Planning Section Chief makes any final changes to the IAP and prepares the IAP for duplication.</td>
</tr>
<tr>
<td>1600</td>
<td>PREPARE FOR OPERATIONS BRIEFING – 1.0 hours</td>
</tr>
<tr>
<td>0400</td>
<td>Displays and other required documents are prepared for use at the operational briefing; IAP is duplicated and collated for distribution.</td>
</tr>
<tr>
<td>1700</td>
<td>OPERATIONAL BRIEFING/DEBRIEFING – 0.5 hours</td>
</tr>
<tr>
<td>0500</td>
<td>IST, TFLs, and Planning Officers from current and next operational period participate in the briefing/debriefing process. IAP is distributed.</td>
</tr>
<tr>
<td>Time</td>
<td>Event Description</td>
</tr>
<tr>
<td>-------</td>
<td>-------------------</td>
</tr>
</tbody>
</table>
| 1730 0530 | TASK FORCE OPERATIONAL BRIEFING - 0.5 hours  
TFL briefs on-coming task force members. Task force tactical action plan is distributed. |
| 1800 0600 | OPERATIONAL PERIOD BEGINS – OPERATIONS SHIFT CHANGE – 1.0 hours  
Task force begins operations. IST Planning Section Chief and task force Planning Manager collect, compile, and finalize reports related to the last operational period. |
APPENDIX N

TASK FORCE MOBILIZATION
APPENDIX N

TASK FORCE MOBILIZATION

As a condition of participating in the FEMA National US&R Program, each task force is required to have the capability to be at their designated Point of Departure (POD) within 6 hours of receiving an Activation Order. If the task force is to be able to accomplish this, many procedures have to be developed and exercised prior to deployment. For each of the 6 hours of mobilization time, hundreds of hours of preparation will be spent developing and formalizing internal task force systems to notify, assemble, process, and transport task force members and equipment to the POD or directly to the incident site.

A. MOBILIZATION MANUAL

Each task force is required to have a written comprehensive mobilization plan. The procedures that allow the task force to meet the 6-hour mobilization requirement should be documented in a Mobilization Manual. This manual should be distributed to every component within the sponsoring agency and affiliated organizations with a responsibility for action during the task force’s mobilization. Since no one person can be expected to be present for every occasion, several personnel at the locations to which the manuals are distributed should be trained to perform the actions required.

The Mobilization Manual should address, at a minimum, the following areas:

- A 24-hour point of contact for the task force.
- A procedure for acceptance or denial of a mission.
- Task force notification process for alerts, activations, etc.
- Detailed checklists that define the individual responsibilities required to mobilize a task force.
- A personnel call-out method for activating the task force members.
- A task force point of assembly for all deploying members.
- A personnel check-in and processing method for deploying members.
- A equipment cache readiness plan.
- Transportation procedures for task force movement to POD or directly to incident site.
- Canine waiver and health certificates.
- Base of Operations (BoO) set-up procedures.

Each of these sections must be planned, in detail, prior to activation, as there is insufficient time when an Activation Order arrives. Without a comprehensive written plan for mobilization, the task force should not be considered deployable.
B. TASK FORCE POINT OF CONTACT

The task force should have a single designated point of contact to receive all official
notifications and any other correspondence from FEMA and its sponsoring agency. This
contact must be available by telephone and facsimile 24 hours a day, every day of the
year, staffed with a responsible person. This may be an emergency communications
facility for a local fire or police department or a State emergency operations center. Both
of these have around the clock staffing and in turn, contact the task force’s sponsoring
agency and task force management. Point of contact personnel must know the correct
procedure after they have received a communication from FEMA.

C. RECEIVING NOTIFICATIONS

Official notifications received from FEMA must be processed according to established
procedure.

An **Advisory Notice** requires no action on the part of the task force, although it may be
prudent for the Task Force Leader (TFL) to make contact with appropriate personnel in
accordance with their mobilization procedures. The task force management and/or
sponsoring agency should evaluate ability to respond. There are no funds
accompanying the Advisory Notice, any action taken by the task force must be at no
cost or reimbursed by the sponsoring agency.

An **Alert Notice** is issued when FEMA determines that the task force may be needed
for response, it will contact the sponsoring agency and the State to determine the
availability of the task force. The Alert Notice specifies that the task force may be
activated within the next 24 hours. The notice will authorize a finite amount of funds for
the task force to enter into a planning mode. The TFLs, managers, sponsoring agency
representatives, and key support personnel should immediately meet to discuss
preparations for an activation. This may include personnel notification, transportation
needs, confirmation of vendor contracts, and equipment cache preparation. The initial
Alert Notice, may be verbal, followed by written confirmation (usually within 12 hours).

An **Activation Order** will be issued when FEMA determines that the task force is
needed for deployment. FEMA will contact the task force sponsoring agency and
appropriate State agency to request the task force. The Activation Order will inform the
task force of the official activation time, the authorized mode of transportation, the dollar
amount that the task force may spend on emergency procurements, and a point of
contact for further instructions. Activations will be done consistent with the national
mobilization plan.

Upon receipt of the Activation Order, the task force point of contact must notify the
appropriate officials of the sponsoring agency and the task force management. If not
already completed during the alert phase, these parties must decide within 1 hour if the
task force can accept the mission. This is contingent on the local situation and those
having the authority to allow the task force to deploy. In some cases, such as
hurricanes, the task force may be in the potential path of the storm and may be
unavailable. In major earthquakes, the State may want to keep the task force as a
State asset. Other causes for the sponsoring agency to decline the mission could
include a localized event requiring the task force resources for mitigation. If the mission is declined, the TFL should reply to FEMA in writing stating the reason for the declination.

Once the task force accepts the mission, they must be fully assembled with all personnel and equipment palletized and ready for loading at the POD or enroute by ground transportation directly to the disaster within 6 hours or as otherwise directed by FEMA.

The point of contact must collect all pertinent information, available from FEMA, concerning the deployment. This would include at a minimum, date and time of request, type and location of event, declaration or emergency number, requesting party by name and telephone and facsimile number, current situation, destination Point of Arrival (POA), projected aircraft size/type, estimated time of lift off (if by air), anticipated radio frequencies, and any other pertinent information.

D. TEAM ACTIVATION

The task force must have a list of mobilization responsibilities distributed that need immediate attention by task force personnel and others in the sponsoring agency. These include:

1. Mission Staffing

The task force should have a method for staffing all task force positions. Examples of this would include a group team paging system, telephone tree or "hot line", or other system to advise members of current activities. There should be a method of providing up-to-date information on the deployment status to the task force. As the members are assigned to positions on the task force, they should be placed on the Task Force Organization/Staffing Form. At the same time the team roster is being filled, the Air Force Passenger Manifest Form (AF-96) can be filled out with the names and social security numbers of those deploying on the mission.

The task force management may want to select additional task force members as stand-bys in case someone does not show or cannot clear the in-processing due to medical condition, improper equipment, etc.

2. Support Specialist

Additional personnel should be designated by the TFL to support the mobilization. They should be advised to report to a specific location to support the task force activation.

3. Equipment Cache

The task force’s equipment cache should be containerized and packaged according to the guidelines outlined in Appendix G – Cache Packaging and Shipping Requirements. A load plan should be in place to indicate where each container should be located on a military pallet. This will enable the cache to be palletized rapidly for aircraft loading with a minimum of personnel at the POD. The task force should have a stand-alone cache
that can be moved quickly to the POD. The cache palletization can begin at the POD while the deploying personnel are undergoing in-processing and team briefings at the assembly point. Additions to the cache would include food/water or other perishable items that are obtained from vendors on contract, controlled medications from a local medical facility, and the member’s personal gear. Arrangements should be made so that acquisitions will require only minimal time to secure. If possible, non-deploying personnel should be utilized in the mobilization process.

This will allow the deploying logistics personnel to check-in, attend briefings, and complete the palletizing and loading process when the team arrives at the POD. If the task force has items that must come from other organizations, jurisdictions, or from in-service vehicles, a list of all such equipment should be developed and inserted in the Mobilization Manual. A plan should be in place that ensures that all equipment is picked-up or brought to the cache. If such equipment is coming from another jurisdiction, written agreements should be developed that guarantee its availability and method of transport to the pallet build-up area.

The task force should have a method for rapid equipment procurement that addresses equipment deficiencies from the approved FEMA cache list. Upon activation, these items can be ordered and charged against the funds authorized in the Activation Order. These items may not be able to be acquired prior to departure, however, they can be added to the cache for the next mission. There is only a small window of opportunity to make emergency purchases (generally 72 hours), so it is imperative that the items are ready for order with correct product numbers and the name and location of the vendor.

The task force must also have a load plan for ground transportation. A plan similar to the aircraft load plan should be developed for a tractor drawn trailer indicating which vehicle each container will be on and where it will be placed in the truck. If the task force has its own trailer, the cache may be stored already in place except for the temperature sensitive items.

4. Perishable Supplies

While the task force should maintain a complete supply of cached food (Meals, Ready-to-Eat (MREs, etc.)), it should also have some supplemental fresh food and water prior to leaving. The task force may consider a contract with a local food store for a pre-designated list of foodstuffs that can be quickly obtained, preferably palletized and shrink-wrapped.

5. Transportation Assets

Transportation assets required to move the task force should be identified in advance. The TFL should identify a transportation officer to coordinate transportation assets. If the sponsoring agency does not already have the necessary vehicles in-house, then contracts with local vendors should be in place to provide transport to the POD. The task force should have at least two large busses. Sufficient trucks should be available to transport the cache to the POD.
If the activation is by ground, additional resources will be required (e.g., box trucks for reconnaissance team use, pick-up trucks for moving equipment, and four-wheel drive vehicles for the advance teams). Mechanics should accompany the task force to maintain the vehicles and perform on-road repairs. The task force should consider sending a fuel truck. The TFL must provide logistical support for any additional deployed personnel (Support Specialist).

6. Point of Assembly

The point of assembly is where all personnel report for check-in and briefing on the activation. It should be large enough to accommodate all aspects of the mobilization process, be equipped with multiple telephone lines, and equipped with facsimile capability.

The check-in area should have a series of stations designed to process personnel through sign-in and document review, medical screening, equipment issue, and personal pack inspection and drop-off. Signage will facilitate this process.

Each member's Responder Information Sheet should be checked for accuracy and an emergency contact name and telephone number. Portable radios and additional equipment may be issued at this time.

Each member's personal gear should be weighed to ensure it does not exceed the 60-lbs. weight limit. The contents of each person's personal gear bag should be quickly reviewed to determine if the person packed the proper amount and type gear. Task force physicians will use FEMA criteria to determine if a team member is fit to deploy. Ultimately, the TFL determines deployability based on the input and recommendations of the Medical Managers/task force physicians. For more information on the medical aspects of the check-in process, see Appendix J – Task Force Medical Procedures. In addition, a Help Desk can be set-up to resolve any problems that arise during the mobilization process.

7. Task Force Briefing

Once all personnel are checked-in, the entire team should be briefed by TFL to provide the latest incident information and directions for the task force. The TFL should review the information from the initial task force briefing form. The form may be copied and given to each individual along with a copy of the task force organization/staffing form so that each member is absolutely clear where they fall in the chain of command and to whom they report. This is an excellent opportunity to outline the mission objectives and reinforce the importance of safety and provide other pertinent information needed.

8. Initial Task Force Planning

From the arrival of the Advisory Notice, the task force Planning Managers should begin the planning phase of the mission. They should begin to develop information on the incident from official and media sources, obtain current weather information and forecasts for the mission duration, research the incident area and if possible, obtain topographical area and street maps. They also should interface with law enforcement
agencies to ensure the route to the POD or incident site are open and passable (disaster damage, scheduled drawbridge openings, snow or ice, etc.).

The Planning Manager can begin the documentation of the mission starting with the task force roster, and if appropriate, the Air Force Passenger Manifest Form (AF-96) which is forwarded to the Logistics Manager for delivery to the aircraft loadmaster. Complete documentation of the mission should begin as soon as possible, even if the mission is cancelled. Reports and financial expenditures must still be recorded and forwarded to the appropriate personnel.

E. MEDIA COORDINATION

The deployment of a task force to a major disaster can be a significant media event. The task force should welcome this opportunity for exposure and make the best use of the media within the guidelines in Appendix E – Task Force Public Information Management. The assembly point is the most logical place to entertain the media during the deployment phase with a secondary location of the POD. A local Public Information Officer (PIO) should be present at both locations. The sponsoring agency should contact the FEMA Headquarters Office of Emergency Information and Media Affairs to determine the background and status of the mission and what information is appropriate for release. The sponsoring agency’s media efforts should concentrate on the response of the local task force. FEMA Headquarters will provide an overall national view. Requests by national media should be coordinated with FEMA Headquarters.

The sponsoring agency should make contact with the local media and coordinate the time and place for the media to interact with the task force. The sponsoring agency’s PIO should control all aspects of the interaction. An area should be set up for a press conference or individual interviews. The task force members involved with the press interviews should be briefed on the procedures involved. Any requests for media crews to accompany the task force to the incident site should be immediately referred to FEMA Headquarters Office of Emergency Information and Media Affairs for resolution.

F. COMMUNICATIONS

At the time of activation, the task force Communication Specialists should begin to activate all communication assets in the cache that may be dormant during non-deployment periods. This could include placing all portable radios and batteries on charge, and activating the paging and cellular telephone (if not kept on). They should also attempt to find out the anticipated on-site radio frequencies from FEMA so the radios can be programmed prior to handing them out at the POA. The TFL and Communication Specialists should ensure that if the task force is deploying by aircraft, portable radios issued prior to deployment are kept off while on the aircraft. This may be accomplished by having the personnel remove the batteries from the radio while on the plane.
G. CANINE HEALTH AND WAIVER ISSUES

All canines must be in good health and have a current health certificate from a licensed veterinarian to deploy. In order for the canines to ride uncaged in a military aircraft, they must have a waiver stating such. A copy of this waiver letter is available from the Air Force and should be carried in the cache as well as placed in the task force’s Mobilization Manual. The letter must be available on short notice at the POD prior to aircraft loading.

H. LIAISON WITH OTHER AGENCIES

During the mobilization process, there may be a need to interact with other entities, internal or external to the task force’s sponsoring agency. Therefore, the TFL may want to appoint a liaison officer during the mobilization process. This person will be the contact point for all communications with FEMA and other agencies associated with the activation.

I. FAMILY LIAISON

Prior to activation, a plan should be established for providing regular situation reports to the family or loved ones of deploying members. This plan should address a time schedule for contact and information for the home jurisdiction. A representative from the sponsoring agency should be assigned for the duration of the mission to act as the liaison between the task force and the families or loved ones.

A tentative schedule of contacts should be established prior to the task force departure and refined as needed on the mission. This schedule should then be passed on to the family member/loved one as soon as possible.

Along with the task force/family liaison, the sponsoring agency may designate personnel to provide assistance to the families of deploying members. This may include home emergency repairs, family transportation necessities, assistance with media interviews, and other emergency assistance the family member/loved one may require.

J. INCIDENT STRESS MANAGEMENT

People trained in stress management should be identified to deal with issues of deployed task force members.
APPENDIX O
REFERENCES
APPENDIX O

REFERENCES

4. FEMA Instruction 3200.1, Overtime Policy, October 1984.
17. FEMA Overview 9361.1-VW, Emergency Support Team (EST), April 1998.
18. FEMA Overview 9362.1-VW, Regional Operations Center (ROC), September 1998.
APPENDIX P

ACRONYMS AND ABBREVIATIONS
APPENDIX P
ACRONYMS AND ABBREVIATIONS

AF          Air Force
AFR        Air Force Regulation
AID        Agency for International Development
ALCE       Airlift Control Element
ALCS       Airlift Control Squadron
ALD        Available Load Date
ALS        Advanced Life Support
AM         Amplitude Modulation
AMC        Air Mobility Command/Army Materiel Command
ANSI       American National Standards Institute

BoO          Base of Operations
BSI          Base Support Installation

CCT        Cardiac Care Technician
CDC        Centers for Disease Control
CDRG       Catastrophic Disaster Response Group
CFR        Code of Federal Regulations
CH         Channel
CINCFOR    Commander-in-Chief, Forces Command
CINCTRANS  Commander-in-Chief, Transportation Command
CONUSA     Continental United States Army

DCO        Defense Coordinating Officer
Dept       Department
DFO        Disaster Field Office
DMAT       Disaster Medical Assistance Team
DMORT      Disaster Mortuary Team
DMT        Disaster Mortuary Team
DoD        Department of Defense
DOMS       Directorate of Military Support
DOT        Department of Transportation

EAD        Earliest Arrival Date
EMA        Emergency Management Agency
EMS        Emergency Medical Services

P-3
<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
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<tbody>
<tr>
<td>EOC</td>
<td>Emergency Operations Center</td>
</tr>
<tr>
<td>ERT</td>
<td>Emergency Response Team</td>
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<tr>
<td>ERT-A</td>
<td>Emergency Response Team, Advance Element</td>
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<tr>
<td>ESF</td>
<td>Emergency Support Function</td>
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<td>EST</td>
<td>Emergency Support Team</td>
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<td>FAX</td>
<td>Facsimile</td>
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<td>FCO</td>
<td>Federal Coordinating Officer</td>
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<td>Federal Emergency Management Agency</td>
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<td>FEMA National Radio System</td>
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<td>FOG</td>
<td>Field Operations Guide</td>
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<td>General Services Administration</td>
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<td>Hazardous Materials</td>
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<td>HF</td>
<td>High Frequency</td>
</tr>
<tr>
<td>HM</td>
<td>Hazard Mitigation</td>
</tr>
<tr>
<td>IAP</td>
<td>Incident Action Plan</td>
</tr>
<tr>
<td>IC</td>
<td>Incident Commander</td>
</tr>
<tr>
<td>ICP</td>
<td>Incident Command Post</td>
</tr>
<tr>
<td>ICS</td>
<td>Incident Command System</td>
</tr>
<tr>
<td>ID</td>
<td>Identification</td>
</tr>
<tr>
<td>INSARAG</td>
<td>International Search and Rescue Advisory Group</td>
</tr>
<tr>
<td>IST</td>
<td>Incident Support Team</td>
</tr>
<tr>
<td>JIC</td>
<td>Joint Information Center</td>
</tr>
<tr>
<td>JIS</td>
<td>Joint Information System</td>
</tr>
<tr>
<td>kHz</td>
<td>Kilohertz</td>
</tr>
<tr>
<td>LAD</td>
<td>Latest Arrival Date</td>
</tr>
<tr>
<td>Abbreviation</td>
<td>Full Form</td>
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<tr>
<td>--------------</td>
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</tr>
<tr>
<td>MCC</td>
<td>Movement Coordination Center</td>
</tr>
<tr>
<td>MHz</td>
<td>Megahertz</td>
</tr>
<tr>
<td>MOA</td>
<td>Memorandum of Agreement</td>
</tr>
<tr>
<td>Mob Center</td>
<td>Mobilization Center</td>
</tr>
<tr>
<td>MRE</td>
<td>Meal, Ready-to-eat</td>
</tr>
<tr>
<td>NAOC</td>
<td>National Airborne Operations Center</td>
</tr>
<tr>
<td>NDMS</td>
<td>National Disaster Medical System</td>
</tr>
<tr>
<td>NECC</td>
<td>National Emergency Coordination Center</td>
</tr>
<tr>
<td>NEMIS</td>
<td>National Emergency Management Information system</td>
</tr>
<tr>
<td>NFPA</td>
<td>National Fire Protection Association</td>
</tr>
<tr>
<td>NIIMS</td>
<td>National Interagency Incident Management System</td>
</tr>
<tr>
<td>OCHA</td>
<td>Office for the Coordination of Humanitarian Affairs</td>
</tr>
<tr>
<td>OFDA</td>
<td>Office of Foreign Disaster Assistance</td>
</tr>
<tr>
<td>OSHA</td>
<td>Occupational Safety and Health Administration</td>
</tr>
<tr>
<td>PCF</td>
<td>Patient Care Form</td>
</tr>
<tr>
<td>PHS</td>
<td>Public Health Service</td>
</tr>
<tr>
<td>PIO</td>
<td>Public Information Officer</td>
</tr>
<tr>
<td>POA</td>
<td>Point of Arrival</td>
</tr>
<tr>
<td>POC</td>
<td>Point of Contact</td>
</tr>
<tr>
<td>POD</td>
<td>Point of Departure</td>
</tr>
<tr>
<td>Recon</td>
<td>Reconnaissance</td>
</tr>
<tr>
<td>R&amp;R</td>
<td>Response and Recovery Directorate/Rest and Rehabilitation</td>
</tr>
<tr>
<td>RDD</td>
<td>Required Delivery Date</td>
</tr>
<tr>
<td>RN</td>
<td>Registered Nurse</td>
</tr>
<tr>
<td>ROC</td>
<td>Regional Operations Center</td>
</tr>
<tr>
<td>RR-OP-ES</td>
<td>Emergency Services Branch, Operations and Planning Division, Response and Recovery Directorate</td>
</tr>
<tr>
<td>SAR</td>
<td>Search and Rescue</td>
</tr>
<tr>
<td>SCO</td>
<td>State Coordinating Officer</td>
</tr>
<tr>
<td>SHARES</td>
<td>Shared Resources</td>
</tr>
<tr>
<td>TAC</td>
<td></td>
</tr>
<tr>
<td>TF</td>
<td>Task Force</td>
</tr>
<tr>
<td>TFCC</td>
<td>Task Force Control Center</td>
</tr>
<tr>
<td>TFL</td>
<td>Task Force Leader</td>
</tr>
</tbody>
</table>
TPFDD  Time-Phased Force Deployment Data
TPFDL  Time-Phased Force Deployment List

ULN    Unit Line Number
US&R   Urban Search and Rescue
USAR   United States Army Reserve
USC    United States Code
USFS   United States Forest Service
USGS   United States Geological Survey
USPHS  United States Public Health Service
USTRANSCOM United States Transportation Command

VHF    Very High Frequency

www    World Wide Web
APPENDIX Q

GLOSSARY OF TERMS
APPENDIX Q
GLOSSARY OF TERMS

Advisory
Lowest level of notification, used to provide information only. An advisory is issued when conditions have the potential to develop into a disaster. No action is expected of the task force. Advisories provide a means for sharing information concerning incidents, events, or response activities being conducted by other Federal departments and agencies that may or may not result in broader Federal support.

Affected Area
The area identified in the major disaster declaration which is eligible to receive disaster assistance in accordance with the provisions of Public Law 93-288. Also referred to as the designated area.

After-Action Debriefing Form
Form used by the task force managers at the conclusion of a mission to collect and categorize information. The form can be used as the agenda for the task force debriefing conducted during the demobilization phase and at the post-mission critique conducted after returning home.

After-Action Report
Documentation of task force actions and other pertinent information that is assembled following the task force’s return to home agency.

AirLift Control Element (ALCE)
DoD unit that provides command and control for all aircraft loading operations. The ALCE interfaces between the task force and the air base to load all task force cache items on the aircraft. The ALCE also facilitates training and other coordination activities during non-emergency times. An ALCE is part of an AirLift Control Squadron (ALCS).

Alert
Second level of notification, used to notify task forces that a disaster event is imminent or has occurred. An alert is issued to organizations that may be involved in response operations.

Air Mobility Command (AMC)
DoD command headquarters at Scott Air Force Base in Illinois. The AMC is the Air Force airlift component responsible for securing transport for task forces and movement to the affected area.
Assembly point
Location designated by the sponsoring organization where task force members initially report after receiving activation orders. The assembly point is a facility with sufficient room for processing task force personnel and assembling resources.

Base of Operations (BoO)
On-site operational facility that is set up close to the task force work site to include: the task force management element, medical facilities, and security for personnel and equipment.

Base Support Installation (BSI)
A term used by the military for an installation close to a disaster area that provides marshaling, staging, or mobilization resources for the disaster. Similar to mobilization center in the US&R Program.

Cache
A complement of tools, equipment, and supplies stored in a designated location for deployment with a US&R task force.

Catastrophic Disaster Response Group (CDRG)
Representatives from Federal agencies that have FRP responsibilities. The CDRG's primary role is that of a centralized, coordinating entity available at the call of the Chairperson. Its members have timely access to the policy makers in their respective parent organizations to facilitate decisions on problem and policy issues.

Commander-In-Chief, Transportation Command (CINCTRANS)
DoD command responsible for air transportation. Also refer to USTRANSCOM.

Civilian advisory support
Subject matter experts that will be made available by FEMA to provide technical advice to US&R components during mission operations.

Clear text
An ICS term for use of plain language for radio communications.

Collapse hazard zone
The area established for the purpose of controlling all access to the immediate area of the collapse.

Continental United States Army (CONUSA)
DoD geographic division of the United States into two areas to facilitate the management of Army assets. The two CONUSAs report to CINCFOR (Commander-In-Chief, Forces Command).
Defense Coordinating Officer (DCO) Federal official located at the DFO reporting to the FCO who facilitates State requests for DoD personnel and supplies through the ESF representatives. The DCO send all requests to DOMS for execution.

Demobilization The process used for the return of excess response resources to their POD and the conclusion of US&R activities.

Designated area The area identified in the major disaster declaration which is eligible to receive disaster assistance in accordance with the provisions of Public Law 93-288. Also referred to as the affected area.

Disaster Field Office (DFO) The temporary office established near the affected area from which FCO, the ERT, the State Coordinating Officer (SCO), and regional response organizations coordinate activities.

Disaster Medical Assistance Team (DMAT) The basic medical unit of the National Disaster Medical System (NDMS). All task force Medical Teams will be registered as a "specialized" DMAT with the U.S. Public Health Services.

Directorate of Military Support (DOMS) DoD directorate located in the Pentagon that is the executing agent for the FRP.

Department of Defense (DoD) A branch of the Federal government which is a support agency to ESF #9 - Urban Search and Rescue.

Department of Transportation (DOT) Federal department which is a support agency to ESF #9. DOT will provide information on the condition of airfields and ground transportation routes. DoD, as a supporting agency, will also provide transportation support.

Emergency signaling Signals produced by aerosol horns on the US&R work site to address evacuation of the area, cease operations, or quiet the area, and resume operations. Refer to Appendix I – Task Force Communications Procedures.

Engagement/disengagement Procedures followed by a task force when entering or leaving a specific work site or assigned area.
Emergency Response Team (ERT) An interagency team, consisting of the lead representative from each Federal agency assigned primary responsibility for an ESF and key members of the FCO staff. The ERT provides a forum for coordinating the overall Federal response, reporting on the conduct of specific operations, exchanging information, and resolving issues related to the ESFs.

Emergency Response Team, Advance Element (ERT-A) An advance element of the ERT dispatched by the affected FEMA region to join State emergency management personnel to coordinate Federal assistance.

Emergency Support Function (ESF) The ESFs support functions and other response requirements. Annexes to the FRP outlining operational responsibilities for Federal agencies. ESF support is designed to supplement State and local response efforts.

ESF #9 US&R emergency support function responsible for locating, extricating, and providing initial medical treatment to disaster victims and to conduct other life-saving operations.

ESF #9 Group (at the DFO) FEMA representatives at the DFO who coordinate State requests for US&R assets. These individuals coordinate with a State US&R counterpart who is also located at the DFO. The ESF #9 Group sends requests to the IST who directs the task forces to incident locations.

ESF #9 Program Officer The individual at FEMA Headquarters responsible for assessing requests for the US&R task forces. The ESF #9 Program Officer coordinates closely with the DOMS and the Public Health Service to ensure that task forces are deployed in a timely manner.

Emergency Support Team (EST) An interagency group operating from FEMA Headquarters. The EST oversees the national-level response support effort and coordinates activities with the ESF primary and support agencies. The EST serves as a mechanism to bring to bear all Federal authorities, resources, capabilities, and expertise that can contribute to an enhanced Federal response capability.
Equipment Cache List

The FEMA approved list of equipment that a task force is required to possess for operations. The list represents the maximum equipment that should be carried by a task force.

Expendable property

The term used to identify items such as small hand tools, gloves, saw blades, batteries, etc., that may normally be consumed or expended during the course of a mission.

Federal Coordinating Officer (FCO)

The senior Federal official appointed to coordinate the overall response and recovery activities. The FCO represents the President for the purpose of coordinating the administration of Federal relief activities in the designated area.

FEMA Regional Action Officer

The individual, operating out of a FEMA regional office, who routinely coordinates with the respective States within the region for US&R program activities and during times of mission deployment.

FEMA Regional Office

FEMA has divided the United States into 10 separate regions and established an office for each.

Field Operations Guide (FOG)

A pocketsize document that is carried in the field by US&R personnel. The FOG provides instant access to reference material such as operational checklists, functional procedures, emergency directives, etc.

Federal Response Plan (FRP)

The Federal government's plan to assist affected States and local jurisdictions after a major disaster. The plan addresses the provisions of commodities and services by grouping potential response requirements into twelve categories termed ESFs. 27 Federal departments and agencies are signatories of the plan.

General Services Administration (GSA)

The Federal agency responsible to FEMA for providing on-site support to the US&R task forces for supplies needed after the initial 72 hours of operation.

Incident Action Plan (IAP)

A document developed by the IST that identifies incident objectives, strategies and tactics, assigns responsibilities, and has several sub-plans attached including communications, logistics, Medevac, etc. IAPs are developed for each operational period.
Incident Command Post (ICP)  The location where the local jurisdiction's primary command functions are executed by the Incident Commander and staff.

Incident Command System (ICS)  Common organizational structure with capability of managing the assigned resources in an effective manner. See NIIMS.

ICS Form 205  Radio Communications Plan form for use during mission operations.

Incident Commander (IC)  The local jurisdiction's person responsible for the management of all incident operations.

Incident Daily Briefing Form  A form used by the TFL and management staff as an agenda for conducting planning sessions and briefings.

Incident stress management  A process for allowing personnel to air their feelings and defuse emotions related to stressful or traumatic disaster-related incidents.

Initial Task Force (TF) Briefing Form  A form used by the TFL and management staff during the activation phase of the response. The form highlights pertinent information about the event.

International Search and Rescue Advisory Group (INSARAG)  A group of international Search and Rescue (SAR) specialists formed for the purpose of advising the United Nations Department of Humanitarian Affairs on the development of standards that will be adopted and used by all international US&R task forces.

Incident Support Team (IST)  A team of functional specialists who provide support, management, and assistance to US&R task forces and ESF #9 Group in the ERT.

Joint Information Center (JIC)  The physical location of PIOs and the core of the Joint Information System (JIS).

Joint Information System (JIS)  The system designed to facilitate the exchange of information. The JIS creates a linkage among all PIOs on the Federal, State, and local levels and with the private sector, news media, and other key offices.

Lessons learned  Critique information captured from past experiences, documented, and distributed in an effort to improve program operations.
<table>
<thead>
<tr>
<th><strong>Loadmaster</strong></th>
<th>DoD individual responsible for preparing the task force equipment, supplies, and personnel during the palletizing, loading, in-flight logistics, and down-loading of the aircraft.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Local Jurisdiction</strong></td>
<td>The affected locality that has the responsibility for managing the disaster within its borders.</td>
</tr>
<tr>
<td><strong>Medical Team Fact Sheet</strong></td>
<td>An informational sheet outlining the capabilities and requirements of the task force Medical Team.</td>
</tr>
<tr>
<td><strong>Memorandum of Agreement (MOA)</strong></td>
<td>The contract document between an organization sponsoring a task force and FEMA outlining all agreements and responsibilities.</td>
</tr>
<tr>
<td><strong>Mobilization</strong></td>
<td>The process used by all organizations, Federal, State, and local, for activating, assembling, and transporting resources requested.</td>
</tr>
<tr>
<td><strong>Mobilization center</strong></td>
<td>A temporary facility near an affected area used to receive, process and support task forces during the mobilization and demobilization phases of a mission.</td>
</tr>
<tr>
<td><strong>Mobilization time frame</strong></td>
<td>The time in which a task force is expected to assemble at the POD. Six hours is the identified time frame.</td>
</tr>
<tr>
<td><strong>Movement Coordination Center (MCC)</strong></td>
<td>A group of representatives of Federal agencies (ESF #4, DOT, DoD, and FEMA) within the EST Operations Section that coordinates the movement of Federal resources.</td>
</tr>
<tr>
<td><strong>National Disaster Medical System (NDMS)</strong></td>
<td>A system under the U.S. Public Health Service, which may be used during disasters. USPHS coordinates NDMS in conjunction with FEMA, DoD, and the Department of Veterans Affairs. The system DMATs located strategically around the country.</td>
</tr>
<tr>
<td><strong>National Emergency Coordination Center (NECC)</strong></td>
<td>FEMA's office which provides notification to FEMA Headquarters and regional responders of implementation of the plan and performs situation monitoring, alerting, and activation.</td>
</tr>
<tr>
<td><strong>National Interagency Incident Management System (NIIMS)</strong></td>
<td>An incident management system which consists of five major subsystems. A total systems approach total risk incident management. The subsystems are the ICS, Training, Qualifications and Certification, Supporting Technologies, and Publication Management. See ICS.</td>
</tr>
<tr>
<td>Term</td>
<td>Description</td>
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<td>-------------------------------------------</td>
<td>-----------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Non-expendable property</td>
<td>The term used to denote expensive, accountable items such as generators, radios, power tools, technical equipment, etc.</td>
</tr>
<tr>
<td>National Urban Search and Rescue Response System</td>
<td>The task forces, ISTs, and other personnel and technical teams which respond to disasters under the direction of FEMA as Emergency Support Function #9.</td>
</tr>
<tr>
<td>On site</td>
<td>Term used to refer to the operational area where a task force is assigned.</td>
</tr>
<tr>
<td>Operational checklist</td>
<td>A listing of considerations that the identified user should address when carrying out mission assignments. Operational checklists have been developed for all 18 positions that comprise a task force.</td>
</tr>
<tr>
<td>Operational period</td>
<td>The time interval, usually 12-hours, scheduled for execution of an IAP.</td>
</tr>
<tr>
<td>Operational procedures</td>
<td>Documents developed to address strategies and tactics that a task force may be required to address during a mission.</td>
</tr>
<tr>
<td>Operational work area</td>
<td>The area established by the task force for controlling all activities in the affected area. This area is primarily used by the task force personnel that support the rescue activities and serves as a secure area for staging resources.</td>
</tr>
<tr>
<td>Operations Chief</td>
<td>The position in the ICS that is responsible for managing the overall incident tactical operations.</td>
</tr>
<tr>
<td>Operations Manual</td>
<td>A document in the FEMA National US&amp;R Response System series that describes the operational processes used by task forces. The document draws from the FRP and includes standard operating procedures.</td>
</tr>
<tr>
<td>Patient Care Form (PCF)</td>
<td>A form used during the mission to document medical information relating to a victim who receive treatment by the task force Medical Team.</td>
</tr>
</tbody>
</table>
**Personal property**  
The term used to denote items that are taken on a mission by task force personnel not provided by the sponsoring organization.

**Public Information Officer (PIO)**  
An individual assigned responsibility for collecting and disseminating information related to an incident. The PIO coordinates all media activities associated with the incident.

**Point of Arrival (POA)**  
The location near the affected area, where responding resources arrive. The POA and mobilization center may be the same location.

**Point of Contact (POC)**  
Designated official at the Federal, State, and local levels who have the primary responsibility for notification, activation, and acceptance reply for mobilization of task forces.

**Point of Departure (POD)**  
Designated location where a task force reports for transport to an incident.

**Post-mission critique**  
A meeting of the task force personnel assigned to a mission and occurs within days after the return home. The critique provides the opportunity for individuals to share experiences and discuss lessons learned. Information from the After-Action Debriefing Form may be used in the post-mission critique.

**Primary agency**  
The Federal agency assigned principal responsibility to manage specific ESFs. Primary agencies are designated on the basis of their having the most authority, resources, capabilities, or expertise relative to accomplishment of the specific ESF.

**Property accountability system**  
A plan for tracking and managing task force tools, equipment, and supplies during all phases of a mission.

**Responder Information Sheet**  
A form to list all necessary information on task force personnel.

**Regional Operations Center (ROC)**  
Serves as the initial POC for the affected State, other Federal agencies, and EST. The ROC ceases to be a coordinating center once the DFO is established. The ROC is located at the FEMA regional office responsible for the affected State or at a location identified by the FEMA regional staff.
<table>
<thead>
<tr>
<th>Term</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>State Coordinating Officer (SCO)</td>
<td>The person appointed by the Governor of the affected State to coordinate State and local response efforts with those of the Federal government.</td>
</tr>
<tr>
<td>Search assessment marking</td>
<td>A distinct marking system used by task force personnel that denotes information relating to the location of victims. It is used in conjunction with the structural/hazard evaluation marking system.</td>
</tr>
<tr>
<td>Self-sufficiency</td>
<td>The capability of a task force to operate in a totally independent fashion. The FEMA standard for self-sufficient capability is for 72 hours.</td>
</tr>
<tr>
<td>Site rehabilitation</td>
<td>Returning a building or grounds to the original condition prior to task force operations.</td>
</tr>
<tr>
<td>Sponsoring organization</td>
<td>The entity that is responsible for developing and managing all aspects of a task force.</td>
</tr>
<tr>
<td>Staging area</td>
<td>A designated area where incoming resources report.</td>
</tr>
<tr>
<td>Support agency</td>
<td>A Federal department designated to assist a primary agency.</td>
</tr>
<tr>
<td>Task force</td>
<td>A tactical component of the FRP under ESF #9 - Urban Search and Rescue, composed of 62 persons (refer to the FEMA US&amp;R Task Force Description Manual).</td>
</tr>
<tr>
<td>T-Card System</td>
<td>A resource tracking system using different color cards displayed in a folder or hanging rack.</td>
</tr>
<tr>
<td>TF</td>
<td>Task force.</td>
</tr>
<tr>
<td>TF Base of Operations Locations Checklist</td>
<td>A form to assist task force personnel when selecting a location for set up of their BoO.</td>
</tr>
<tr>
<td>Task Force Control Center (TFCC)</td>
<td>Central control point within the task force Base of Operations used as a focal point by the task force for maintaining communications with elements of the task force.</td>
</tr>
<tr>
<td>TFL's Mission Assignment Checklist</td>
<td>A form for use by the TFL that identifies important information during the initial briefing provided by the local Incident Commander.</td>
</tr>
<tr>
<td>TF Medical Team Fact Sheet</td>
<td>A form that summarizes the capabilities of the task force Medical Team. This form can be used when briefing the local officials.</td>
</tr>
<tr>
<td>Term</td>
<td>Description</td>
</tr>
<tr>
<td>-------------------------------------------</td>
<td>---------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>TF Operations Report</td>
<td>A form to assist the Rescue Team Manager or Squad Officer when managing their resources or documenting events.</td>
</tr>
<tr>
<td>Time-Phased Force Deployment Data (TPFDD)</td>
<td>An electronic file that describes the task force in terms of number of personnel and equipment in weights and cubic feet.</td>
</tr>
<tr>
<td>United Nation’s Office for the Coordination of Humanitarian Affairs (OCHA)</td>
<td>Entity located in Geneva, Switzerland tasked with the overall responsibility for disseminating information and coordination of international disaster relief activities.</td>
</tr>
<tr>
<td>U.S. Forest Service (USFS)</td>
<td>Federal agency that can be tasked by GSA to set up and operate mobilization centers. As a support agency to ESF #9, the USFS may also provide available aircraft, personnel, and equipment.</td>
</tr>
<tr>
<td>U.S. Public Health Service (USPHS)</td>
<td>An agency within the Department of Health and Human Services.</td>
</tr>
<tr>
<td>U.S. Transportation Command (USTRANSCOM)</td>
<td>DoD command which coordinates the movement of air assets for moving task forces.</td>
</tr>
<tr>
<td>Urban Search and Rescue (US&amp;R)</td>
<td>The term used to define the strategy, tactics, and operations for locating, providing medical treatment, and extrication of entrapped victims.</td>
</tr>
<tr>
<td>US&amp;R TF Fact Sheet</td>
<td>A form that summarizes the composition, capabilities and limitations, and support requirements of a FEMA US&amp;R task force. Used by the TFL when briefing local officials.</td>
</tr>
<tr>
<td>USAR</td>
<td>The term used to identify the United States Army Reserve.</td>
</tr>
</tbody>
</table>
APPENDIX R

CONTACT INFORMATION

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

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

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

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

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