

New York State Urban Search and Rescue Response System

Operations Manual

New York State Office of Fire Prevention and Control

April 2007

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FOREWORD

This Operations Manual has been prepared to guide New York State Task Force 2 (NY-TF2) personnel performing disaster response operations during team deployments.

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

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

Responses with and within the national FEMA system, and beyond the scope of this Operations Manual will be covered in the FEMA Urban Search and Rescue Response System Operations Manual.

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I. INTRODUCTION

A. PURPOSE

This document:

- Describes the composition and capabilities of the New York State Urban Search & Rescue (US&R) assets.
- Describes the process through which NY-TF2 will be alerted, activated, and deployed upon during a team deployment.
- Delineates organizational responsibilities and roles.
- Describes the functions and purpose of the Incident Support Team (IST) and its relationship to New York State NY-TF2 US&R assets.
- Describes the relationships between NYS assets and other resources such as NYSEMO, FEMA, and other supporting organizations.
- Outlines how NYS US&R assets will be allocated in times of a disaster.
- Provides procedures and guidelines for transporting NY-TF 2 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 NYS US&R System. Other operational information is provided in the National US&R Response System Operations Manual, 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 National Response Plan (NRP), 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 NY-TF2 is to utilize specialized resources and trained personnel to locate, extricate, provide immediate medical treatment to victims trapped in collapsed structures, swiftwater/flooding events, and to conduct life-saving operations in other specialized technical rescue situations.

C. NEW YORK STATE URBAN SEARCH AND RESCUE RESPONSE SYSTEM OVERVIEW

Following the Oklahoma City bombing, The Capital District Urban/Technical Search and Rescue Team, also known as The New York Task Force 2 (NY-TF2) was developed to provide a group of highly qualified rescue personnel readily available for rapid assembly and deployment to the scene of an emergency where their services are requested.

The mission of NY-TF2 is to provide integrated, skilled urban/technical search and rescue units in situations where local emergency resources desire this assistance. In addition to the above duties the team will cooperate and assist FEMA USAR resources when these are deployed to the same incident.

NY-TF2 is a cooperative effort of both State and local resources. NYS Office of Fire Prevention and Control developed the Technical Rescue training program, outfitted the team with an equipment cache of technologically advanced tools and devices, and continues to provide technical, administrative and fiscal support to the team. Local emergency response organizations provide personnel to staff the various positions.

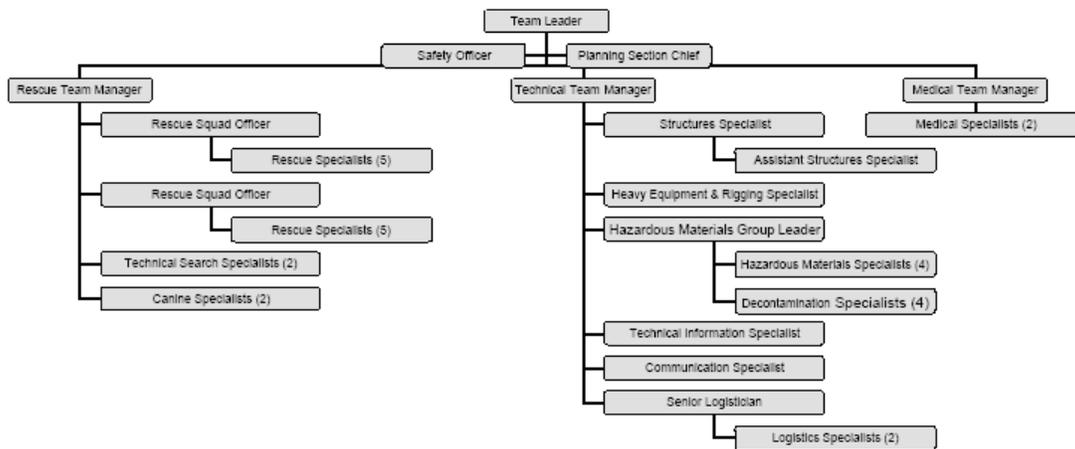


FIGURE: I-1 New York Task Force 2 - Organizational Chart

Currently, there is only 1 urban search and rescue team that is equivalent to the Federal Teams within New York State. There are 27 task forces across the country in the National System. In addition, there are numerous response organizations across New York State that have varying levels of technical rescue response capability that can also augment State and Federal assets.

D. NY-TF2 COMPOSITION AND FUNCTIONS

Ny-TF2 is structured to initially operate safely on the scene for up to 72 hours. Primarily, they perform the functions of search, rescue, and medical care for team members and rescued victims. The individual team components and primary functions are outlined below:

Team Management

Composition:	Team Leader Safety Officer Planning Section Chief Rescue Team Manager Technical Team Manager Medical Team Manager
Functions:	Provides overall management and coordination of task force operations.

Rescue

Composition:	Rescue Squad Officers Rescue Specialists Canine Search Specialists and Search Canines Technical Search Specialists
Functions:	Utilizes canines and technical/electronic search to locate trapped victims.
Composition:	Rescue Specialists organized into two squads with Rescue Squad Officer as leader and five Rescue Specialists.
Functions:	Performs extrication of trapped victims, skilled in cutting, shoring, lifting, and breaching steel and reinforced concrete..

Technical

Composition:	Structures Specialists and Assistant Structures Specialists Heavy Equipment and Rigging Specialists Hazardous Materials Group Leader Haz Mat Specialists
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	Decon Specialists
	Technical Information Specialists
	Communication Specialists
	Senior Logistician
	Logistics Specialists
Composition:	Technical Team Members are grouped into Structures, Haz Mat, Technical Info., Communications, and Logistics
Functions:	Provides support to the overall search and rescue mission to include: logistical, communications, mobilization and demobilization, and transportation. Provides support to the overall search and rescue mission to include: hazmat monitoring/decon, hazards evaluation, structural integrity assessments, and technical documentation.

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.

II. SYSTEM OVERVIEW

E. TASK FORCE CAPABILITIES

The method by which NY-TF2 accomplishes its mission is through the NYS OFPC Special Services Bureau Training Curriculum and the NYS Urban Search and Rescue Response System. The primary purpose of this system is to provide a statewide heavy search and rescue proficiency that can be deployed to incidents requiring this capability. In order to be able to function in this capacity, the task force 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.
- Ice and Swift-water Rescue capability
- 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 P.O.D. within 2 hours of activation.
- Cross-trained personnel.
- Standard equipment and training.
- Standard operating procedures.

- Operate under the Incident Command System (ICS) and NIMS principles.

F. INCIDENT SUPPORT TEAM

The mobilization and use of NY-TF2 provides a significant capability for disaster response and mitigation. The NYS US&R IST provides state and local officials with technical assistance in the acquisition and utilization resources through advice, incident command assistance, management and coordination of US&R task forces, and obtaining logistic support. The IST supports the IC's efforts by coordinating all USAR resources at a specific incident .

G. OPERATIONAL READINESS EVALUATIONS

In order to ensure the efficiency and operational readiness of each task force, NYS utilizes 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 NY-TF2.
- Identify major strengths and shortfalls in NY-TF2.
- Develop a fair and objective process to determine readiness levels.
- Provide feedback to the NY-TF2 members and/or leaders regarding the strengths and weaknesses for inclusion into a plan of action for further development and improvement.

Annually, NY-TF2 will conduct a full scale deployment exercise that will be evaluated by outside evaluators utilizing evaluation criteria equivalent to that which is used by the FEMA US&R System. Result of this evaluation will be used to improve specific program areas and be maintained on file as a record of the team's readiness capability.

Biannually, individual team members will be required to demonstrate specific skills pertinent to their assigned team position. These skill sets will be based on nationally accepted standards and equivalent to skills identified within the FEMA USA&R system and be utilized to determine individual's deployment status.

H. SEARCH CANINE READINESS EVALUATIONS

In addition to the full team evaluations, an evaluation will be utilized to validate the team's canine search ability. This evaluation will be equivalent to that which is used in the FEMA US&R system and utilize the same evaluation and competence criteria. This process allows NY-TF2 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. NY-TF2 REQUESTS

Requests for NY-TF2 assistance may come from any local, county, or state governmental entity that feels the services of NY-TF2 will assist in the resolution of a specific incident. All requests for assistance are directed to the highest ranking available member of the NYS Office of Fire Prevention and Control's Special Services Bureau.

Upon receipt of the request, the SSB Staff member shall evaluate the request to determine its validity and the ability of the team to assist. This member may consult other SSB members or NY-TF2 Team leaders in making this determination.

In all deployments, OFPC staff will function as the IST and may enlist assistance of technically competent personnel to assist with IST related activities.

B. RESPONSE LEVELS

Level I - Technical Assistance Request

The Level 1 response consists primarily of technical assistance with limited need for NY-TF2 personnel and/or equipment. If a response is determined to be Level I, SSB members will notify team leaders and, in conjunction with them, notify selected OFPC staff and team members for response as situation dictates. Team member notification will typically be direct to an individual. If a partial or general team activation is initiated for a Level I response, it will be very specific as to the persons requested and details the response procedures. OFPC and selected members will assemble, compile limited equipment items to support response and respond. A general advisory notification will be sent to all members via Blast Notification System and email to advise of the response. Upon completion, an email message will be sent to all members advising them of the end of the response. Pre Incident medical screening will not be instituted for Level I responses

Level II – Limited Response

This response is intended to accommodate emergency assistance requests that require the use of up to 50% of the equipment resources of NY-TF2 and/or staffing up to 50% of the team positions. Response at Level II will normally involve only one operational period. Upon designation of the response as Level II, OFPC staff will: notify Team Leaders; determine the specific positions that require staffing; and initiate a partial emergency notification to all deployable team members. Partial emergency notifications

will made using the Blast Notification System and email. The notification will specifically identify the team positions that are being activated and the number of members needed for each position. Team members activated for a Level II activation will be instructed to call in on the number given during the activation and confirm their response and their estimated time of arrival. OFPC staff and responding members will assemble, compile necessary equipment items to support response and respond accordingly. (Response from team headquarters to the scene may be staggered and occur as resources assemble). After resources have responded, a general advisory notification will be sent to all remaining members via email to advice of the response. Upon completion, an email message will be sent to all members advising them of the end of the response. Pre Incident medical screening may be instituted for Level II responses based on incident type. This determination will be made by OFPC Special Services Bureau supervisory staff and the Team Leaders based on guidelines or consultation from the Team's Medical Director. All Level II team responses will include at least one medical specialist

Level III – General Activation

This response is a full scale deployment dedicating 100% of the team's personnel and equipment. Responses involving multiple operational periods will typically be a Level III response. Upon designation of the response as Level III, OFPC staff will: notify Team Leadership; and initiate an emergency notification via Blast and email to all deployable team members. OFPC staff and responding members will assemble, compile necessary equipment items to support response and respond accordingly. (Response from team headquarters to the scene may be staggered and occur as resources assemble). Upon completion, an email message will be sent to all members advising them of the end of the incident. Pre Incident medical screening will be instituted for Level III responses

C. NOTIFICATIONS

1. Deployment Notice

Upon the occurrence of a deployment of any Level, SSB Members shall notify the following personnel:

- First Deputy Secretary of State
- Dept. of State Press Office
- Deputy Secretary of State – Local Govt. Services
- State Fire Administrator
- Deputy State Fire Administrator
- OFPC Bureau Chiefs

Notification information shall include: nature and location, Response Level, estimated duration of deployment, other pertinent information as deemed necessary.

2. Team Member Notifications

NY-TF2 members not deployed shall be kept apprised as well as possible of ongoing team activities. At least once per operational period, email and/or Blast messages shall be provided to all team members indicating the status of the deployment, the anticipated need for additional personnel responses.

3. Subsequent Deployments

Should the original incident or additional incidents require subsequent deployments of replacement personnel or additional team members to additional incidents, the original deployment procedures will be utilized

4. Demobilization

Demobilization Plans will be the joint responsibility of the senior OFPC staff member and NY- TF2 Team Leaders. Such plans shall be comprehensive and include proper return of all equipment and personnel to a readiness state.

D. AGENCY RESPONSIBILITIES

5. Office of Fire Prevention and Control

a. Special Services Bureau

- Maintain a state US&R capability.
- Administer the US&R program.
- Coordinate day to day operations of NY-TF2
- Provide technical assistance (routine and emergency) to localities in technical rescue and US&R matters
- Provide IST level management of US&R operations.
- Provide supplemental logistical support to US&R assets while deployed.
- Assure development of situation and After-Action Reports.
- Maintain an inventory of NY-TF2 assets.
- Provide for functional training and exercises for NY-TF2.
- Maintain a roster of trained IST personnel.

In addition, OFPC SSB is responsible for providing all technical rescue training provided by New York State to local response entities.

b. Other OFPC Bureaus

During incident responses, other OFPC Bureaus may be tasked to assist with overhead and IST related functions associated with NY-TF2. These tasks will be based more so on individual skills and capabilities rather than general Bureau duties

6. Jurisdictions**c. 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 technical rescue/US&R resources.
- Identifying US&R shortfalls.
- Requesting assistance.
- Contacting OFPC to request NY-TF2 assets.
- Establishing operational priorities.
- Providing a POC, situation briefings, and general assignments for NY-TF2. This will be performed in conjunction with OFPC SSB staff and/or IST personnel
- Ensuring adequate communications between NY-TF2 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.

Note: NY-TF2 team leadership will retain all supervisory responsibility for NY-TF2 team members.

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IV. NY – TF2 TRANSPORTATION

A. TRANSPORTATION REQUIREMENTS

Arranging transportation for NY-TF2 will normally be the responsibility of OFPC Special Services Bureau. Ground transportation utilizing emergency vehicles specifically assigned to NY – TF 2 is the preferred and predominantly used.

Information essential to the task force's deployment that needs to be determined prior to departure include: on-scene point of contact and telephone number; Planned departure date and time; estimated drive time; and estimated time of arrival.

It shall be the determination of the senior OFPC SSB member, in consultation with team leadership as to whether vehicle departures will be staggered as personnel resources are readied or whether all resources will depart simultaneously in a convoy fashion.

B. TASK FORCE MOBILIZATION GUIDELINES

1. Departure Time Frames

Upon activation, assets that are to be deployed to a specific incident shall be ready to depart from Task force headquarters within two hours. Out of state deployments may require additional time to prepare units and personnel, but should be as close to the two hour departure time as practical.

Should a decision be made to stagger the departure time, then appropriate units will depart as personnel resources are readied. Staggered departure times will be determined by the senior OFPC SSB member and/or Team Leader.

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.

Specific procedures established to procure specialized cache items, such as water, controlled medical drugs, batteries, etc. should be followed. Generally, water and MRE's are prepackaged on response units. Batteries and other expendables will be purchased by OFPC SSB staff prior to, or during a deployment as needed.

Medical screening will be performed for all Level III responses and designated Level II responses by Team medical personnel to recommend personnel deployable or non-deployable. Qualifications screening for deployment will be the responsibility of Team Leaders

3. Establishing Points of Contact

Points of contact shall be established to assure a smooth deployment. POCs are needed from the requesting entity, the on scene IC, and the respective County Fire Coordinators office. Additionally, contact information is required for any responding IST personnel who may arrive in advance of NY-TF2

4. Task Force Briefing

After activation, Team members will assemble all at an assembly point or at the assigned POD (usually team headquarters at 4240 Albany St, Colonie, NY. It is imperative that a formal briefing be provided to all team members. This briefing should include:

- Organizational structure.
- Chain-of-command.
- Latest event information.
- Environmental conditions.
- Media issues and procedures.
- Safety issues.
- Communications procedures.
- Other information provided by specific team members.
- Code of conduct.
- Transportation mode, estimated departure time, etc.

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

C. POINT OF DEPARTURE ACTIVITIES

The primary point of departure for NY –TF2 is the Team’s headquarters facility at 4240 Albany St., Albany, NY 12205.

5. Identifying Appropriate Contacts

Appropriate contacts should be identified.

6. Proper personnel screening

Each member’s deployment status should be verified prior to assignment to a deployment. Team Leaders have the option to allow member participation on a deployment despite their status if it is in the best interest of the Team.

7. Riding Assignments

Riding assignments are the responsibility of the Team Leaders. Following items will be considered when assignments are made

- Team position
- Relationship of team position to vehicle's assigned use
- Personal comfort and suitability
- Special needs

8. Canine Transport

Canines transported as part of the task force shall be in the assigned vehicle so equipped.

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V. STAGING AREA/INCIDENT ASSIGNMENT

A. STAGING AREAS

NY-TF2 may be required to move through a staging area en-route to its assignment. The IST, in conjunction with the senior OFPC SSB Staff member, will determine these issues. The movement of the team through a staging area will be conducted in as short a period of time as possible.

B. ON-SITE ASSIGNMENT

The Team Leader/Senior OFPC SSB Member must establish contact with the IST/On-scene OFPC Staff person as soon as possible. The following information should be exchanged between all parties and the local IC:

- Reporting requirements (type/location/frequency/position).
- Team objectives.
- Location of work assignment.
- Location or potential location of Team's 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 re-supply procedures.
- Security.
- Political, environmental, or other special concerns.

A team briefing should be conducted as soon as possible to apprise all personnel of the issues listed above. In addition, the Team Leaders and the Team Logistics staff must coordinate the transfer, inventory, and security of all personal and cache items to the location where the Team BoO will be established.

VI. ON-SITE OPERATIONS

Upon arrival at the assigned work site, it is important for the team 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 deployed, it is possible that some of these issues be handled simultaneously. For example, once the team has identified a site, the personnel could be split up to begin BoO 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 Team. In absence of the IST, the Team Leader or Senior OFPC SSB Member 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.
- Safety of useable, adjacent structures.
- Sufficient open, level space.
- Access to transportation routes.
- Safety and security.
- Tranquility (the facility's quality to accommodate resting off-duty personnel), if applicable.
- Environmental considerations.

The Team Leader and OFPC Staff liaison should consult with the Communications Unit Leader, Logistics Section Chief, and their specialists in assessing these features. Likewise, if the Team is selecting the BoO site, the Team Leader should consult with the Team Managers, Communications Specialists, Safety Officers, and Logistics Specialists. If possible, the IST and/or OFPC member that arrive prior to the Team should locate a suitable BoO site prior to the team's arrival. 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 team equipment cache is an important consideration when choosing a BoO. Once a site selection is made, the following factors must be addressed:

- 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 Technical Team Manager and Senior Logistician shall be directly responsible and supervise the establishment of the BoO and equipment.
- Some tools and equipment require set up, fueling, and a check of operation to ensure readiness. This should be accomplished prior to its anticipated need
- Trailer placement should allow for proper supervision of all team equipment that may be utilized during a deployment by the Logistics personnel.
- An accountability/tracking system should be used for the tracking of all items used throughout the course of the mission. The tracking system is essential to ensure that resources can be located and shared among the team elements. Refer to Appendix H – Task Force Property Accountability and Resource Tracking System.

C. TEAM COMMAND CENTER

An integral component of the overall team BoO is the Team Command Center (TCC) which acts as the focal point for all internal team operations. A central command area should be established for team supervisory personnel. This location should also incorporate the planning, technical information and safety functions with links to the Communications unit.

The TCC 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 team personnel.

D. SHELTER REQUIREMENTS

There are three options for team shelter. One is to use existing structures or area lodging. The second is to rely solely on the tents carried in the team cache. The third is to use response trailers in various capacities. In any case, the following shelter requirements should be addressed:

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

Should the team 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 tents should be used. However, the sole use of tents is detrimental to

personnel and some equipment in weather extremes. In such circumstances, OFPC Staff should assess, through the local IC, the availability of more substantial shelter. If non-residential buildings are used for task force shelter.

E. TACTICAL ASSIGNMENTS AND OPERATION

The Team Leader should receive a briefing of the tactical assignment from the IST/OFFPC and the local IC as soon as possible. Briefing information provided while the Team is en-route will greatly enhance team efficiency. Once determined, Team should attempt to begin search and rescue operations as quickly as practical. This may necessitate structure triage teams and K-9 groups 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 should not preclude the beginning of search and rescue operations. Team staffing should be established to address several actions simultaneously. The Team Planning Section Chief or the Technical Information Specialist must maintain the Team's 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, team supervisory personnel along with OFPC liaisons 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 Team 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 team personnel arrive at the identified area to establish a BoO, a briefing should be conducted for all personnel. After the team 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 team members operate 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.
- Team objectives.
- Tactical assignments.
- Team 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 team personnel.
- Process for ordering supplies and equipment.
- Incident stress management considerations.
- Shift assignments and rotations.
- Team security issues.

G. REPORTING REQUIREMENTS

A variety of oral and written reports are necessary during operations. The following provides an overview:

1. Incident Action Plan

Team supervisory personnel must keep the local IC apprised of all aspects of their operation through the IST and OFPC liaisons. The Team Action Plan includes the Unit Activity Logs, plans from each functional section, and situation reports. This plan is the responsibility of the Plans Section Chief and 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.

2. Team Support

The team should be able to function as a totally self-sufficient operation for at least 72 hours. However, throughout the course of the mission team supervisory personnel must make continual assessments of the needs of the team. 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 OFPC Staff Liaison. All re-supply will be done through this person. Teams will not individually purchase supplies while on a mission. OFPC Liaison will determine, in conjunction with the local IC and the IST, the most appropriate method for procurement of supplies and needed equipment.

3. Agency-Specific Communications

The Team Leader and OFPC Liaison 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 the Department of State and other established information centers. Special considerations should be made to communicate emergency messages in either direction. Team leadership and OFPC may 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 team members. It may include assistance with home repairs, emergency family matters, and dealing with local media. During team deployments, and OFPC staff member will be stationed at 4240 Albany St. or available by phone to assist in facilitating messages to messages and other family or member concerns.

4. Personnel Injuries

If a member suffers a traumatic injury, it must be reported to the OFPC and Team leadership as soon as possible. The injured person should be treated and transported to a medical facility if necessary without delay. Immediate notification should be made to the Member's sponsoring organization. Family notification shall be jointly coordinated between the member's sponsoring organization and OFPC. OFPC Liaison shall complete a narrative report of the circumstances surrounding the injury prior to the end of the operational period in which the injury occurred.

An occupational disease must be reported to Team management as soon as the person first becomes aware of the condition. Again, immediate notification should be made to the Member's sponsoring organization and OFPC Liaison shall complete a narrative report of the circumstances surrounding the disease prior to the end of the operational period in which it was discovered.

VII. 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 the Team's BoO. This type of reassignment would be a major undertaking because elements of the team would have to be completely repacked and transported. The change of assignment of the team while enroute is considered a diversion and is easier to implement.

OFPC officials and team leaders will carefully assess the ability of the team already established and in operation to accept a tactical reassignment requiring a location change. It is incumbent upon the team leaders and team 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 personnel.
- Capability of the remaining cache to support continued operation.
- Availability of other resources to handle the identified assignment.

B. REASSIGNMENT/DEMOBILIZATION

The Team Leader will receive a briefing from the IST/OFPC Liaison 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 OFPC).
- Permitted personnel rehabilitation period.

C. EQUIPMENT CACHE MANAGEMENT

All elements of the equipment cache must be inventoried and readied for transport. Items expended, lost, damaged, or intentionally left for the local jurisdiction must be identified. In some instances, the OFPC Liaison may authorize transfer of team 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 team arrived. Necessary sanitation precautions must be taken. All trash (especially medical debris) and remnants of food preparation bagged in trash bags or approved biohazard waste bags (for medical waste) for future disposal.

E. RETURN TO THE TEAM HEADQUARTERS

1. Rest and Rehabilitation

Prior to return to Team Headquarters, the Team Leader in consultation with OFPC Liaison Specialist shall determine if rest and rehabilitation time is needed. At a minimum, personnel should be afforded a shower and change of clothes prior to their return to the original POD. The Medical Team Manager should also be consulted as to the suitability of team members to travel, especially vehicle drivers.

2. Equipment Review

Prior to departing the BoO, the Team Leader 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 at the incident site 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 appropriate vehicle.

4. Team Debriefing

The Team Leader should ensure that a team debriefing is conducted prior to leaving the BoO 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, team supervisory personnel should assess team 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.

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VIII. POST-MISSION ACTIVITIES

A. RETURN TO POINT OF DEPARTURE

Upon return to the POD, the Team Leader and Logistics Managers will ensure transportation for all personnel. The OFPC Liaison is responsible for coordinating all issues related to the return of the team. Upon return to the POD, The Senior Logistician and Team Leader makes provisions to ensure that all equipment is readied for the next deployment.

In addition, OFPC, prior to the team's return, should address other issues related to the return of the team. This could include:

- Team return itinerary.
- Media coordination.
- Rest period upon return.
- Incident stress debriefing for the team
- After-action critique/reports

B. EQUIPMENT MANAGEMENT AND REHABILITATION

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

1. Cache Inventory

Logistics personnel should coordinate 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. This information will be provided to OFPC SSB for replacement

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 or stabilized 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.

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. OFPC 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 team returns to its POD. This will allow for several days of rest for the personnel. Depending on the nature of the event, OFPC should also consider a debriefing session for the spouses and significant others of team 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 host department will determine their duty status in cooperation with health care personnel.

D. POST-MISSION OPERATIONAL DEBRIEFING

OFPC should conduct a full post-mission debriefing, as soon as practical following the mission. All team personnel should be actively involved in the critique at some level. In addition, supervisory and other personnel from OFPC and the team 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

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 team personnel and ensure that everyone understands the issues. The issues identified in the critique should be captured in writing. This information should be incorporated into the team After-Action Report that is submitted to OFPC and kept on file. 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 the Team 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 provided to OFPC and a copy retained in the Team files. 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 re-supply activities, liaison activities with the IST, on-site coordination, coordination with other responders, 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.

The team should maintain an active method of collecting information during a deployment to be included in the critique and After-Action Report. Systems employed during mission should include computer personnel databases, medical records and injury reports, chronological recording of events from alert to return home, team action planning, and completed mission forms. For more information on the After-Action Report and format, see Appendix M – Team Planning.

F. FISCAL ACCOUNTABILITY/REIMBURSEMENT

From the initial activation, OFPC will track all costs associated with the deployment.:

- Team member's sponsoring agencies may be reimbursed for those costs incurred providing shift coverage for the member when requested.
- Normally, team travel and subsistence costs are paid directly by OFPC. In certain circumstances, team members may need to pay for travel related costs and be reimbursed (as appropriate) in accordance with Federal Travel

Reimbursement levels, unless otherwise authorized. No team member shall be reimbursed for costs incurred outside the allowable expenditures.

- Team organizational materials, equipment, and supplies consumed in providing requested assistance shall be replaced by OFPC. In cases where such items are reimbursable as a result of a presidential declaration, OFPC shall be responsible for filing all necessary paperwork to receive the reimbursement.
- IST personnel shall be reimbursed for travel and per diem costs in accordance with Federal Travel Reimbursement levels

G. US&R SYSTEM RETURN TO STATE OF READINESS

NY-TF2 is expected to return to its initial state of readiness as quickly as possible at the conclusion of a deployment. This is to ensure the optimal readiness of the New York State's 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.

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APPENDIX A

TEAM MANAGEMENT AND COORDINATION

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APPENDIX A

TEAM MANAGEMENT AND COORDINATION

The New York State US&R Response System is designed to provide a specialized technical rescue response to emergency situations in New York State. The typical task force is comprised of search, technical, medical, and command elements. 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 New York State's US&R Response System.

During deployments, OFPC staff will be assigned to assist the TFL with tracking 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 (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 OFPC staff to maintain communications with the sponsoring organizations 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

Incident Management System (NIMS) 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.(Rescue, Technical, Medical, 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, headed by OFPC staff and supported by designated personnel, 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 NYS, the task forces, and local authorities.
- Provide 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 force, while deployed.

An IST will be activated and deployed whenever there is an activation or strong potential for activation of NY-TF2. 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 OFPC IST 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 Leader. The on-site representative of OFPC, the Leader on the IST, will have the ultimate authority over State sponsored US&R Program assets.

C. MOBILIZATION

All NY-TF2 plans, procedures and actions must continually take into account the team's goal of departing the Point of Departure (POD) within two hours of activation. Task force management must continuously review plans to ensure that it can meet this goal. 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. 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 NIMS.

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 Leader or his designee 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, if any, and any local resources that may be available to the task force such as cranes and other heavy equipment.

The IST Leader or designee 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 Leader or his designee will brief the TFL and the task force Planning Section Chief 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 Leader or his designee 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 the incoming task force. 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 briefing information and other details are available to the TFLs prior to their arrival, such planning and strategic activity should occur while enroute. This will enhance the team's ability to be operational quicker. TFL strategic and tactical decisions should encourage and support as much of an operational component as possible as quickly as possible upon arrival. BoO setup, while important, should not take priority over operational activities. 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

NY-TF2 and the State 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 NY-TF2 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. OFPC has established guidelines for media interaction and release of information involving task force activities. 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:

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

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 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 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 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 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 Section Chief is responsible for collecting, assimilating, analyzing, and processing all information relative to task force operations. Additionally, the Plans Section Chief will facilitate task force meetings and briefings, develop the Task Force Incident Action Plan

(IAP), and interface and exchange information with the IST. The task force Plans Section Chief will coordinate demobilization planning with the IST and the Tech Team Manager. 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 and OFPC IST Leaders have 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 appropriate parties and agencies.

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 kept on file for potential reimbursement. This should include personnel costs, 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. 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. 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 OFPC and NY-TF2.

APPENDIX B

RESCUE OPERATIONS STRATEGY AND TACTICS

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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 (rescue, technical, medical and command 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 two, 8-person rescue squads per operational period. One Rescue Team Manager is assigned to provide continuous supervision for the rescue team. A squad is composed of a Rescue Squad Officer, five Rescue Specialists, one Tech Search Specialist and one K-9 Search Specialist.

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:

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

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 is designed, stored and maintained to support some rescue operations immediately upon arrival. 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 Senior Logistician and 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 who, in turn, will coordinate requests through the IST.

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 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.

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APPENDIX C

SEARCH STRATEGY AND TACTICS

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APPENDIX C

SEARCH STRATEGY AND TACTICS

Search and rescue operations in the urban disaster environment require close interaction of all task force elements (management, 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.

<u>Tactical Operation</u>	<u>Disadvantages</u>
Physical void search	Limited access to all voids in (visual/vocal) building. Proximity required is dangerous to search personnel.
Audible call out/knocking method (rescuer hailing method)	Unconscious or physically weak person cannot be detected.
Use of electronic viewing devices	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.
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.

<u>Tactical Operation</u>	<u>Advantages</u>
Physical void search	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.
Audible call out/knocking method	Same as above. Personnel can inform victim of expected response. This procedure can be modified and used in conjunction with listening devices.
Use of electronic viewing devices	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.
Infrared/thermal imaging	Equipment is sometimes readily available with some responding local organizations. Can be used to survey large, open, dark areas.
Use of electronic listening devices	Able to cover larger search areas and sometimes triangulate on victim position. Capable of picking up faint noises and vibrations.
Use of search canine	Can search large areas in short period of time. Can traverse or gain access to voids and other opportunity sources.

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 Canine Team Manager or Rescue Team Manager may act as the overhead coordinator. For reporting and accountability purposes, the K-9 search specialist is linked with a respective Rescue Squad.

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 per operational period with one such person linked to each Rescue Squad for reporting and accountability purposes. 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 sectorized 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 rescue squad resources as search and reconnaissance teams when initiating operations at an assigned location. Task force staffing allows for two eight-person rescue squads that could function initially as search and reconnaissance teams. The addition of one medical specialist, structures specialist and one haz mat specialist to each squad will bring staffing up to 11 per squad. 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 C-1: Search and Reconnaissance Team Staff

Rescue Team Manager (1) Rescue Squad Officer (2)	Functions as search/reconnaissance team supervisors, sketches and records information, and communicates details and recommendations back to the TFL.
Canine Search Specialists (2)	Conducts canine search operations and redundant verifications of alerts.
Technical Search Specialist (2)	Conducts electronic search operations including acoustic/seismic listening devices and/or electronic viewing equipment.
Medical Specialist (2)	Provides medical treatment for located victims and/or search/reconnaissance team members.
Structures Specialist (2)	Provides analysis and advice regarding building stability, shoring, and stabilization.
Hazardous Materials Specialist (2)	Monitors atmospheres in and around voids and confined spaces. Assesses, identifies, and marks hazardous materials dangers.
Rescue Specialists (10)	Provides assistance to the search/reconnaissance team, including drilling/breaching for electronic viewing equipment and/or deployment of listening arrays. Assists with overhead functions.

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 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 in 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

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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

NY-TF2 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 NY-TF2 arrives on location, local emergency response personnel may have already identified viable search or rescue opportunities. 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 defined in Appendix C. 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

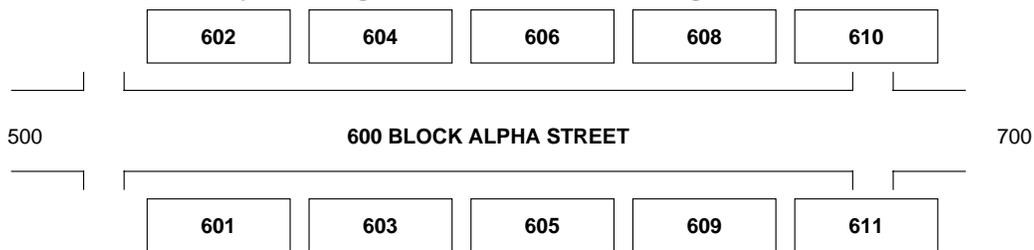
A structure triage team is to clearly differentiate buildings in groupings by blocks or jurisdictional areas/sectors. This geographic identification of buildings would be consolidated with Team Leaders, the Incident Support Team (IST) and/or at the command post and used to deploy resources. It is imperative 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.

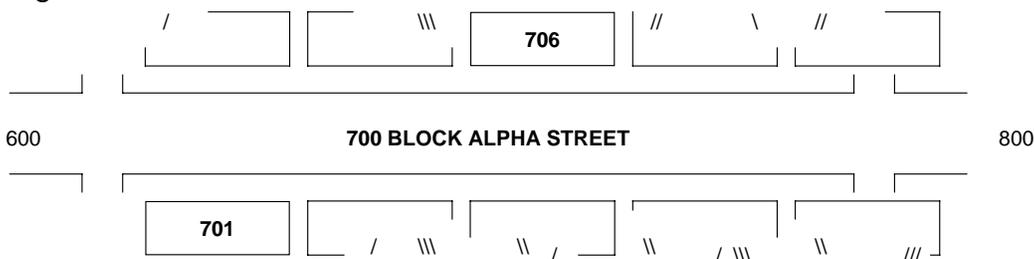
It is important to clearly identify each separate structure within a geographic area. **The primary method of identification should be the existing street name, hundred block, and building number.** Identification is not always possible due to post-disaster site conditions. In these situations, it is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

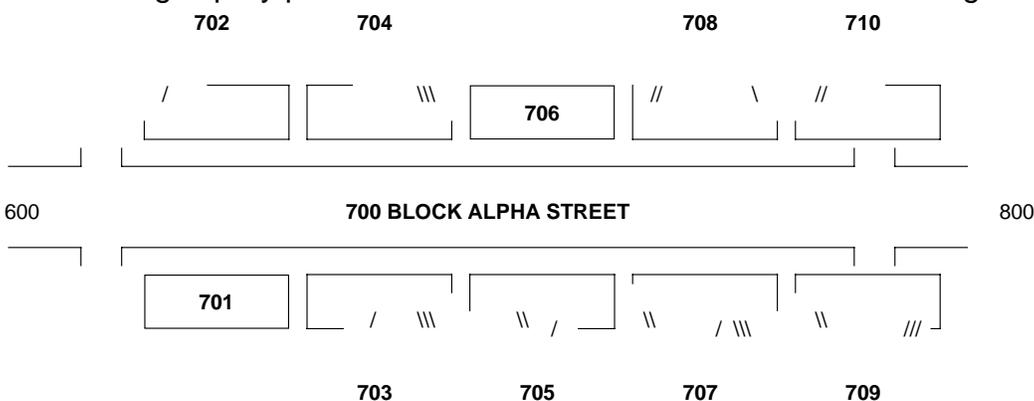
Identify each structure by existing street name or building number.



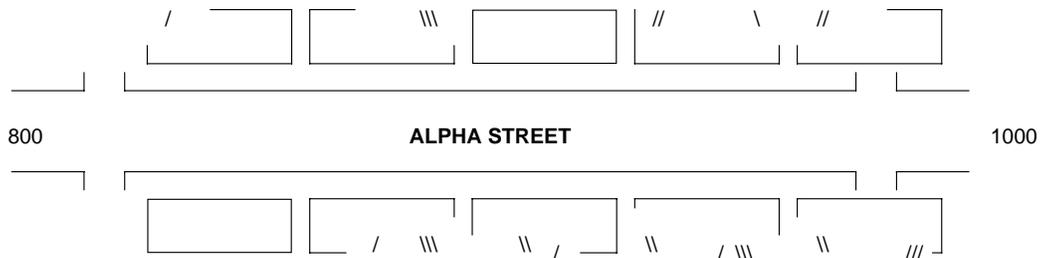
If some previously existing numbers have been obliterated, an attempt should be made to reestablish the numbering system based upon one or more structures that still display an existing number.



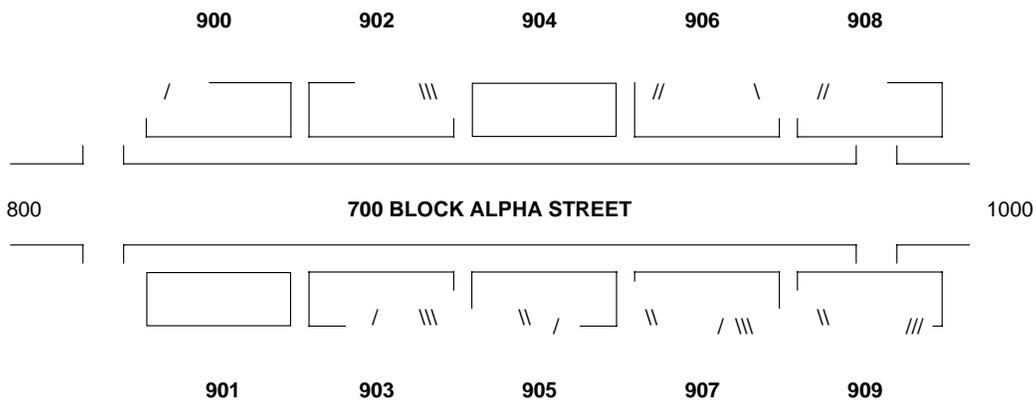
The damaged buildings would be assigned numbers to separately identify them as indicated. The front of the structures in question should be clearly marked using International Orange spray paint or uniform decal with the new number being assigned.



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.



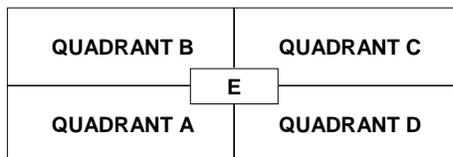
Structures will be assigned the appropriate numbers to designate and differentiate them. The front of the structures in question should be clearly marked using International Orange spray paint or a uniform decal with the new number being assigned.



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

The address side of the structure shall be defined as SIDE A. Other sides of the structure shall be assigned alphabetically in a clockwise manner from SIDE A.

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 perimeters meet. The center core, where all four quadrants meet will be identified as Quadrant E (i.e., central core lobby, etc.).



700 BLOCK ALPHA STREET

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 units arrive 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

Based upon building area	Occupants	Range
Public assembly	1 occupant/25 sq. ft	(or 10 - 50 sq. ft)
Schools	1 occupant/70 sq. ft	(or 50 - 100 sq. ft)
Hospitals	1 occupant/100 sq. ft	(or 50 - 200 sq. ft)
Commercial	1 occupant/100 sq. ft	(or 50 - 200 sq. ft)
Office/government	1 occupant/150 sq. ft	(or 100 - 200 sq. ft)
Public safety	1 occupant/150 sq. ft	(or 100 - 200 sq. ft)
Multi-residential	1 occupant/200 sq. ft	(or 100 - 300 sq. ft)
Industrial	1 occupant/200 sq. ft	(or 100 - 300 sq. ft)
Warehouse	1 occupant/600 sq. ft	(or 400 - 900 sq. ft)
Based upon type of occupancy:		
Schools	25 - 40 students per classroom	
Hospitals	1.5 occupants per bed	
Residential	2.0 occupants per bedroom	
Other/unknown	1.5 occupants per building parking space	

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 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.

Task force search and reconnaissance team staffing is identified in Appendix C.

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 NY-TF2 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

- 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. NY-TF2 will utilize the FEMA US&R Task Force Marking System which 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 or uniform decals. The two marking systems

use differing formats to distinguish between the two as outlined in their respective sections.

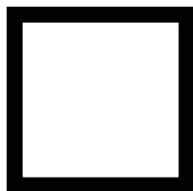
It is expected that the task force Structures and Hazardous Materials Specialists on the search and reconnaissance team address the Structure/Hazards Evaluation marking while the balance of the team addresses the Search Assessment marking. The Structure/Hazard Evaluation Form will be used to record critical 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

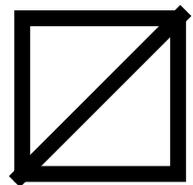
The Structures Specialist and other task force members as appropriate will outline a 2' X 2' square box at any entrance accessible for entry into a compromised structure. Aerosol cans of spray paint, International Orange color, will be used for this marking. It is important that an effort is made to 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.

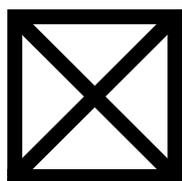
The depictions of the various markings are as follows:



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.

HM

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:

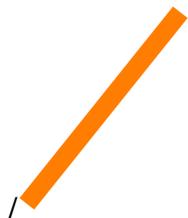


The depiction above indicates that a safe point of entry exists above the marking (possibly a window, or upper floor, etc.). The single slash across the box indicates the structure may require some shoring or bracing before continuing operations. The assessment was made on July 15, 1991 at 1:10 PM. There is an apparent indication of natural gas in the structure. This evaluation was made by the #2 task force out of the state of New York. 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.



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 - task force identifier, Time and Date that the task force entered the structure.



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



RIGHT QUADRANT - Personal hazards.



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



A circle drawn in the center of the first slash indicates an incomplete search.

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.

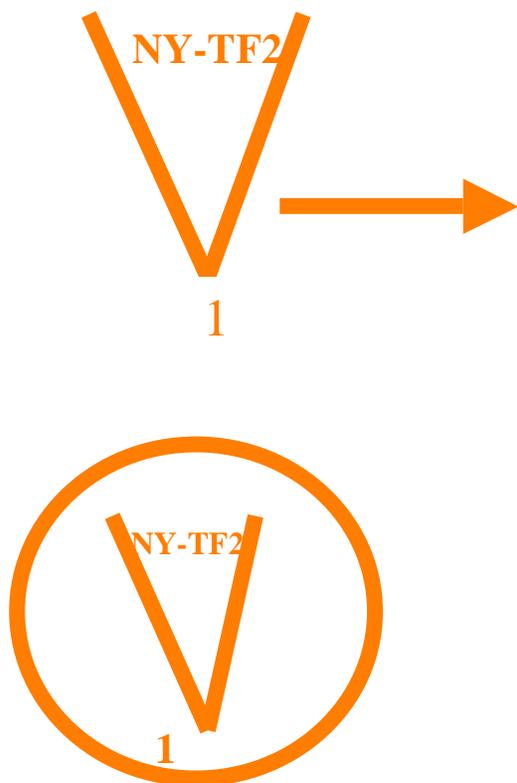
The following illustrates the marking system.

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 victim’s location if not clearly visible or is not immediately nearby.

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

Place a number at the bottom of the “V” to indicate amount of victims.

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.

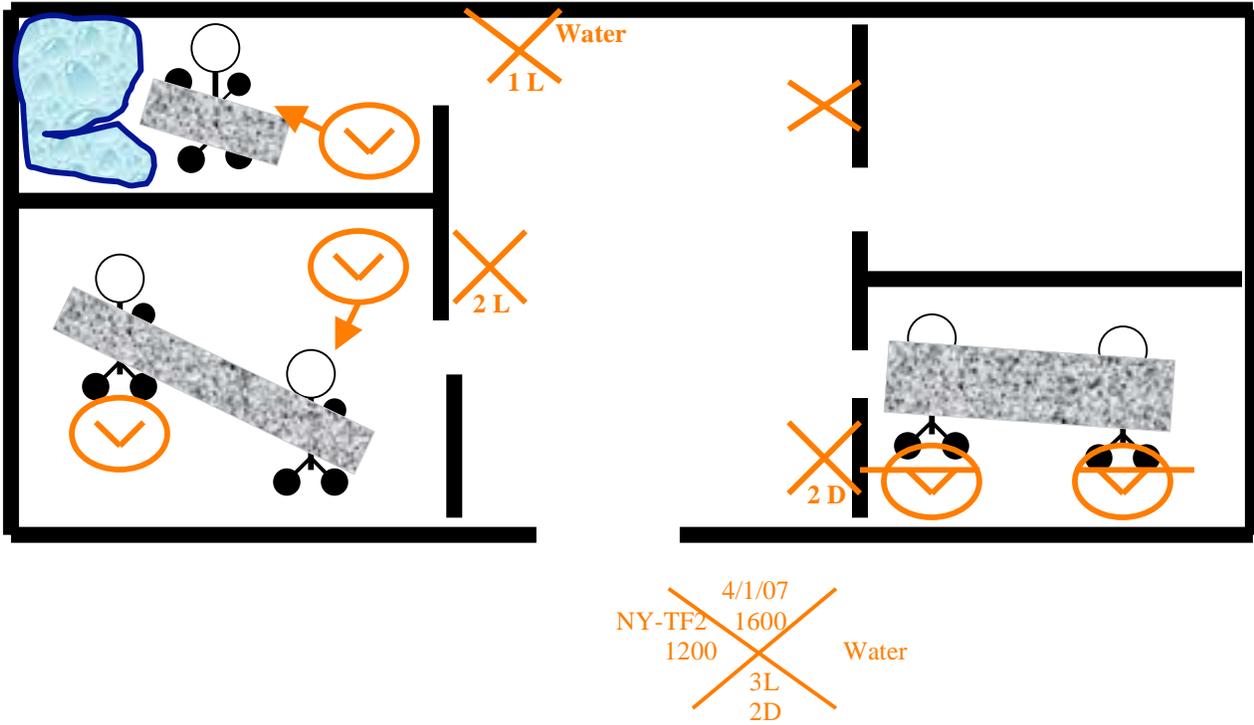


Paint an “X” through the **Confirmed** victim symbol after all victims have been removed from the specific location identified by the marking.



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 NY-TF2 will occur when a large-scale event overwhelms local resources. Events of this type will result in significant media attention. Policy for NY-TF2 and OFPC is to work through established joint Information Centers established to deal with the media. This appendix will outline standard procedures for:

- Activities and preparation for media-related issues prior to NY-TF2 deployment.
- Media interaction for OFPC and NY-TF2 during all phases of a mission assignment.
- Identification of public awareness materials to support the preparedness and response activities of NY-TF2.

A. NON-EMERGENCY ACTIVITIES

In the between activations, it is essential that OFPC 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 through the Department of State's Information Office.

The Department of State's Information Office will define the lines of communications and flow of pertinent information to and from media contacts. Coordination with other response entities and an established Joint Information Center will be adopted in times of disaster or catastrophic emergency.

Responsibilities

The Department of State's Information Office and OFPC will prepare or oversee the development of:

- Feature articles highlighting program accomplishments.
- Reference material describing and promoting the NYS 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 NY-TF2 for dissemination via the Internet.
- Develop internal media procedures to support a 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.
- Invite the media to appropriate training exercises and develop news stories relating to local US&R incidents.

B. SYSTEM IMPLEMENTATION

1. Alert and Notification

When a deployment occurs, OFPC staff will advise the Dept of State's Public Information office in addition to other required notifications.

The DOS Public Information Office will:

- Provide facts and answer questions for the media based upon the information provided to them OFPC

2. Activation

When NY-TF2 is activated, the DOS Public Information Office

- Coordinate public information efforts between OFPC, NY-TF2 and established interagency Joint Information Centers

C. MEDIA-RELATED INFORMATION FLOW

Information flow related to disaster response activities will be managed and coordinated by DOS Public Information through the NYS Joint Information Center (JIC) unless a local JIC is established in the disaster area. The NYS JIC will likely continue operating to serve statewide media.

Task Forces

All NY-TF2 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 OFPC Incident Support Staff Member should coordinate information exchange and release between NY-TF2 and the local PIO assigned to the ICP. This would include coordination of media activities and access during search and rescue operations.
- Team members 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 OFPC in concert with the local PIO representative.

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 PIO in advance. Questions beyond the local team's area of responsibility will be referred to the on-site OFPC IST staff member, as appropriate.

D. DEMOBILIZATION AND RETURN HOME

When a task force is demobilized, OFPC and the DOS Public Information Office will:

- Continue to coordinate public information efforts 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 NY-TF2's response effort.

- Contact the public information official within DOS 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.
- Review and critique the overall media management and coordination. Develop lessons learned and incorporate into procedures for future improvement.

Each task force member 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.

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

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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 liaison 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 liaison 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 while 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.

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 provide this information. 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 NY-TF2 is 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. DISENGAGEMENT 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 Shift Change

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 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. 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.

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.

NY-TF2 FACT SHEET

COMPOSITION

- 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 OFPC 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
 - ◇ 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.

NY-TF2 MISSION CAPABILITIES FACT SHEET

NY-TF2 is 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.

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.
- 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.

NY-TF2

MEDICAL TEAM FACT SHEET

COMPOSITION

- Organization:
 - ◇ Medical Managers (emergency physicians)
 - ◇ 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).
- 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

**TASK FORCE PROPERTY
ACCOUNTABILITY AND
RESOURCE TRACKING
SYSTEM**

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APPENDIX G

TASK FORCE PROPERTY ACCOUNTABILITY AND RESOURCE TRACKING SYSTEM

A. INTRODUCTION

The Ny-TF2 relies 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.

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 NY-TF2's Senior Logistician and Logistics Specialists positions has primary responsibility for property accountability and resource tracking during the mobilization, mission operation, and demobilization phases. These positions track, distribute, maintain, and account for all tools and equipment for the task force (see Position Description and Operational Checklist).

B. CACHE DEVELOPMENT

All tools, equipment, and supplies that comprise the extensive US&R cache have been identified and inventoried. The items identified are based on supporting the task force for total self-sufficiency and operational capability for a minimum of 72-hours.

All supplies, tools, and equipment are maintained in a secure area. All equipment will be boxed, tagged, labeled, and kept ready for immediate deployment. The maximum target mobilization time frame (from time of notification) is 2-hours.

C. CACHE MANAGEMENT

The inventory procedure for all phases of cache management will use computer generated and maintained inventory databases. 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.

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.

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 to the assigned work site and base of operation.

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.

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.

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.

APPENDIX H

TASK FORCE

COMMUNICATIONS

PROCEDURES

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APPENDIX H

TASK FORCE COMMUNICATIONS PROCEDURES

Effective communication is vital to the safe and successful operations of a task force assigned to a mission. The NY-TF2 will conform with the NIMS-ICS System to ensure standardized terminology and understanding. 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, State, and Federal officials 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. Band Plan

The primary operating band for task forces is in the High Band range. Two frequencies have been set aside by NY-TF2. In addition, NY-TF2 and the IST have available one low band frequency as well to communicate with each other.

Radios are programmed with designated channels. The out the door frequency will be Channel 1. The Communications Specialists will all assigned frwquencies as well as local channels as available.

2. Voice Communications Procedures

What To Do

a. LISTEN

Why To Do It

- 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.

3. Clear Text Radio Vocabulary

Words/Phrase

Application

Unreadable:

Used when signal received is not clear. In most cases, try to add the specific trouble. Example: "Unreadable, background noise."

Loud and Clear:

(self explanatory)

Copy, Copies:

Used to acknowledge message received. Unit radio identifier must also be used.

Affirmative:

Yes.

Negative:

No.

Out-Of-Service:

Indicates a unit is not available.

In-Service:

This means that the unit is available.

Repeat:

(self-explanatory).

Return to:

Normally used to direct units that are available back to a specific location.

What is your location?:

(self explanatory).

Call _____ by Phone:

(self explanatory).

Disregard Last Message:

(self explanatory).

Stand By:

(self-explanatory).

Is _____ Available for a Phone Call?:

(self explanatory).

At Assignment:

Used when units arrive at their assigned work site.

Can Handle:

Used when the amount of personnel and equipment is sufficient to handle the assignment.

Report on Conditions:

(self-explanatory).

Emergency Traffic Only:

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.

Emergency Traffic:

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.

Resume Normal Traffic:

(self-explanatory).

Phonetic Alphabet

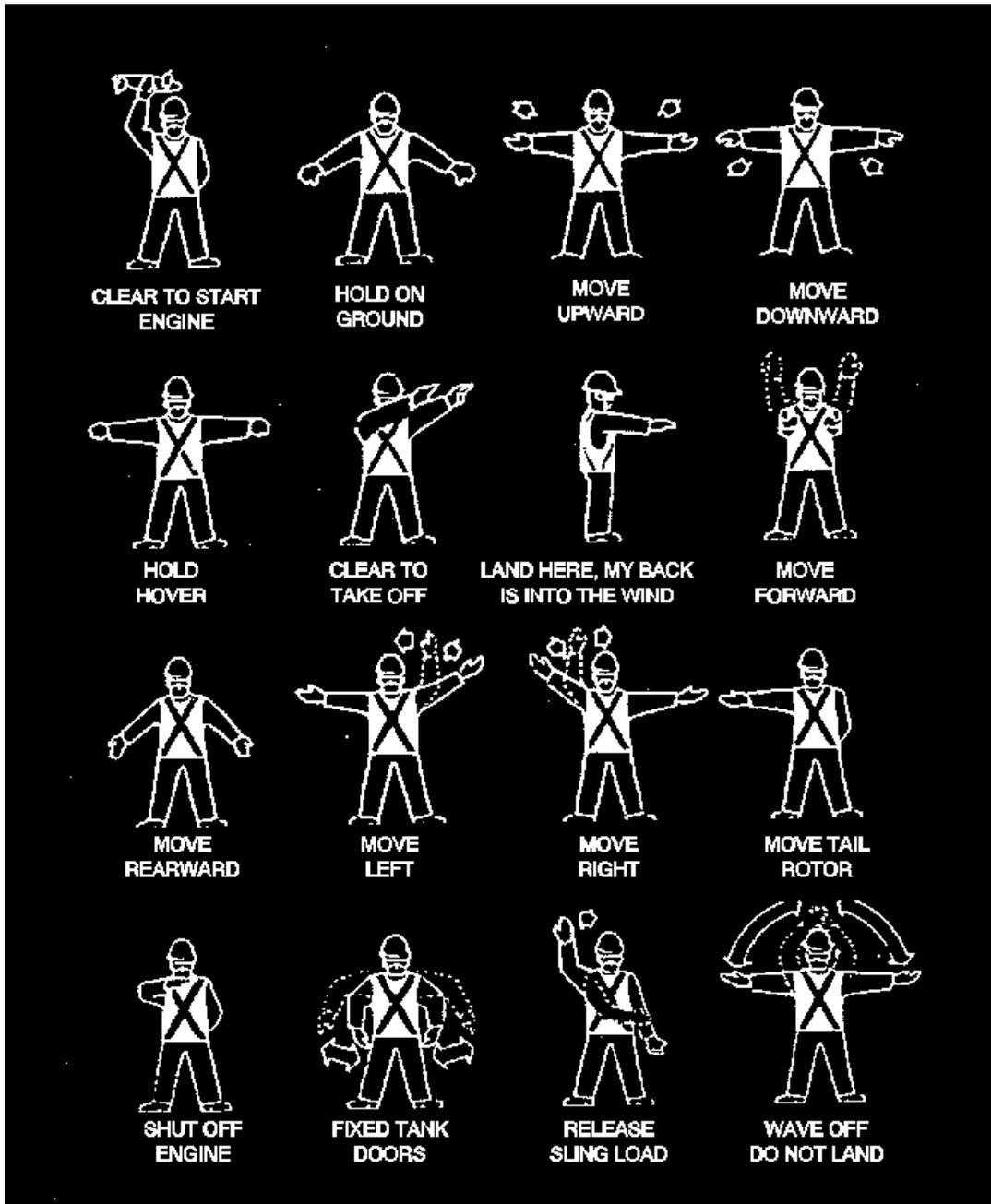
A - alpha (AL fah)	J - juliet (JEW lee ett)	S - sierra (SEE air rah)
B - bravo (BRAH voh)	K - kilo (KEY low)	T - tango (TANG go)
C - charlie (CHAR lee)	L - lima (LEE mah)	U - uniform (YOU nee form)
D - delta (DELL tah)	M - mike (MIKE)	V - victor (VIK tah)
E - echo (ECK oh)	N – november (no VEM ber)	W - 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)	

4. On-Site Signaling and Alerting Procedures

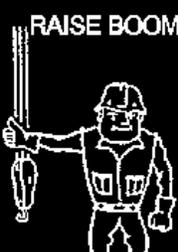
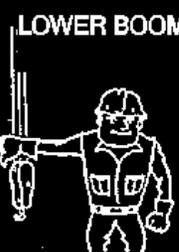
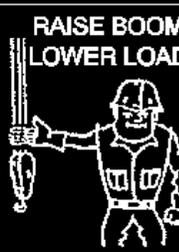
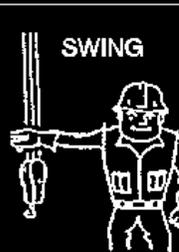
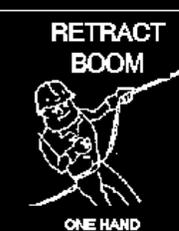
Effective emergency signaling procedures are essential for the safe operation of task force personnel operating at a disaster site. These signals must be clear and understood by all task force personnel. Air horns or other appropriate hailing devices shall be used to sound the appropriate signals as 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.
- Resume Operations:
 - ◇ 1 long and 1 short blast.

5. Helicopter Hand Signals



6. Crane Hand Signals

<p>CRANE HAND SIGNALS</p> <p>ALWAYS STAND IN CLEAR VIEW OF YOUR CRANE HOIST ENGINEER</p> <p>BE SURE TO STAY A SAFE DISTANCE FROM HOOK, BLOCK OR BOOM</p>		<p>HOIST</p> 	<p>LOWER</p> 
<p>USE MAIN HOIST</p> 	<p>USE WHIP LINE</p> 	<p>RAISE BOOM</p> 	<p>LOWER BOOM</p> 
<p>MOVE SLOWLY</p> 	<p>RAISE BOOM LOWER LOAD</p> 	<p>LOWER BOOM RAISE LOAD</p> 	<p>SWING</p> 
<p>STOP</p> 	<p>EMERGENCY STOP</p> 	<p>TRAVEL</p> 	<p>DOG EVERYTHING</p> 
<p>EXTEND BOOM</p> <p>TWO HANDS</p> 	<p>RETRACT BOOM</p> <p>TWO HANDS</p> 	<p>EXTEND BOOM</p> <p>ONE HAND</p> 	<p>RETRACT BOOM</p> <p>ONE HAND</p> 

7. 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.

8. 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.

9. 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.

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.

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. 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.

10. Pagers

Pagers will be the primary method in which the sponsoring organization makes contact with the task force during mobilization. In addition, the NYS Office of Fire Prevention and Control (OFPC), and the IST may use pagers to contact the task force. 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.

11. Assessment of Needs

Communications equipment in need of replacement should be referred to OFPC staff for processing on the Equipment Repair/Replacement Form.

B. ACTIVATION

1. Emergency Procurements

When formally notified of alert or activation, the TFL should immediately make contact with OFPC to request emergency procurement of previously identified or necessary communications equipment and supplies.

2. Cache Movement

The communications equipment should be stored with all other task force equipment as part of the total cache. Upon notification of mobilization, the Communications Specialists begin activities to support the assembly, transfer, and deployment of the task force..

3. Radio Distribution

The Communications Specialists will set up a station at the assembly point for radio distribution. As task force management personnel proceed through the check-in process, they will be issued a radio.

The Communications Specialists will log vital information. 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.

4. Planning and Briefing

Communications are a key part of the task force logistical support system. Prior to planning sessions, the Communications Specialists are expected to advise the Technical Team Manager 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.

Task force members must know how to use all of the assigned communication systems.

5. Liaison and Coordination

If outside communication resources should be needed, coordination should be made through the IST, if activated, and OFPC staff.

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 or patching will need to occur within the Team Communications Vehicle.
- US&R Incident Support Team — 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.
- The TFL must have the capability to maintain contact with OFPC while in transit.

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 K – 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 - 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.
- Logistics - A direct frequency or phone connection 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 liaison in the local command post, 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 local Incident Command Post may provide radio frequencies for use between themselves and the task force.

3. Communication Planning Models

The task force may encounter unusual situations during activation such as:

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

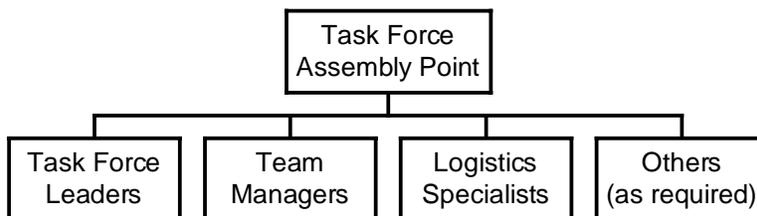


FIGURE I-1: Activation Model

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.



FIGURE I-2: Remote Site Model

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."

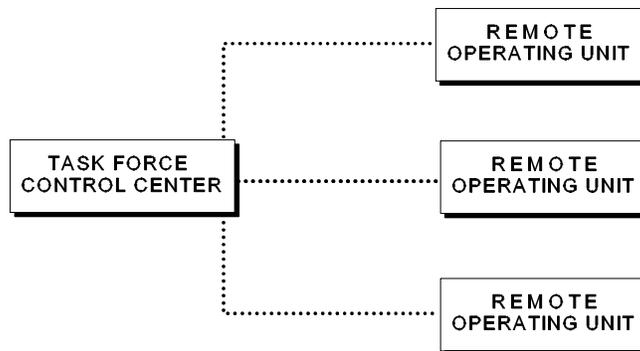
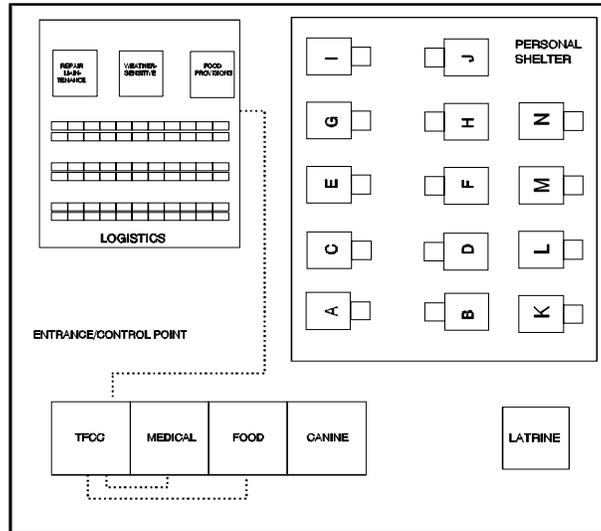


FIGURE I-3: Multiple Remote Site Model

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).



TASK FORCE BASE OF OPERATIONS

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.

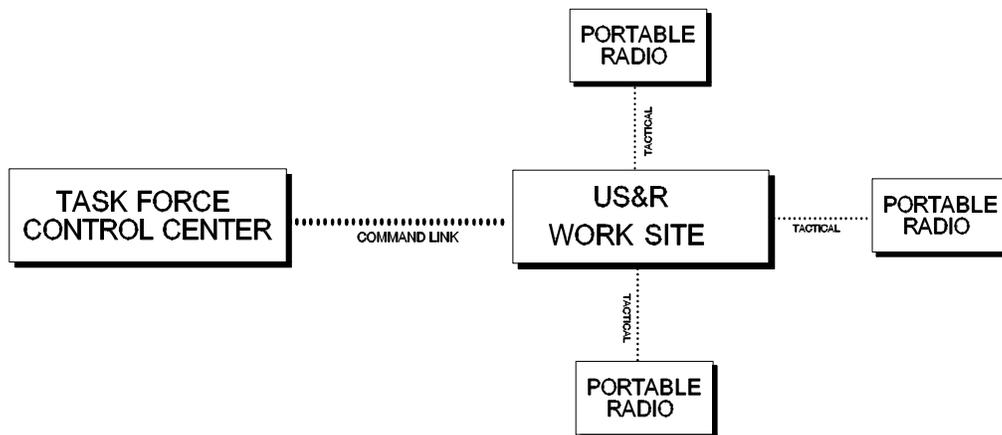


FIGURE I-5: Star Model

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.

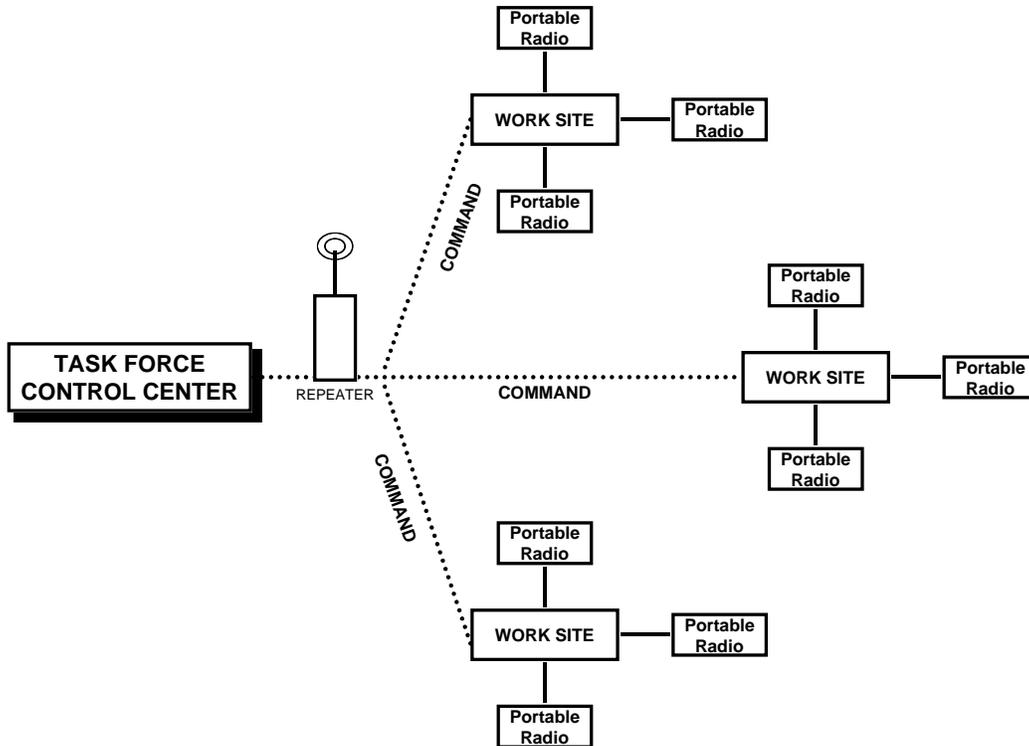


FIGURE I-6: Multiple Star Model

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.

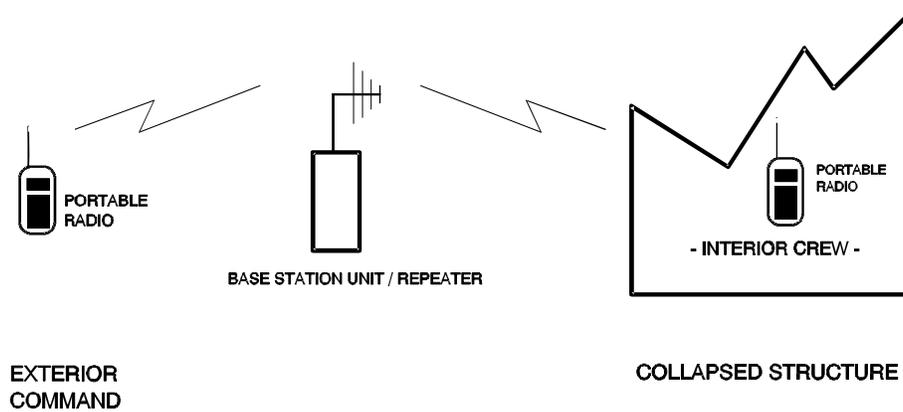


FIGURE I-7: Penetration Model

h. Off Site/Long Distance Model

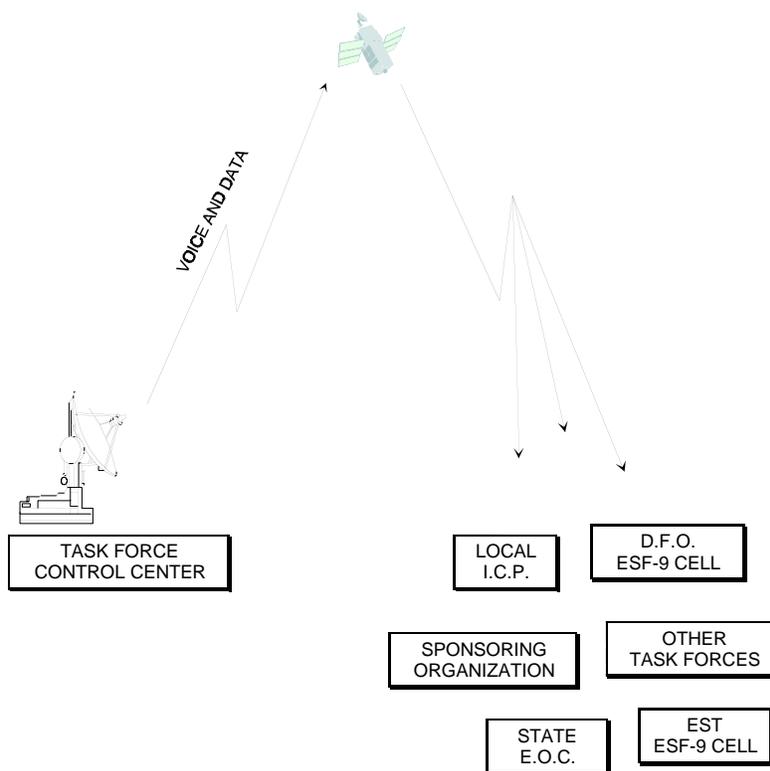


FIGURE I-9: Off Site/Long Distance Model

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 **Frequency Request Form**.
- **NY-TF2 Equipment Repair/Replacement 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.

8. Staffing Requirements

The communications function is staffed with at least one Communications Specialist. 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 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 documented on the NY-TF2 Equipment Repair/Replacement Form

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. 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 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 I

TASK FORCE MEDICAL PROCEDURES

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APPENDIX I

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 may be asked to provide treatment to the search team canine.

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 other EMS services 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 members of NY-TF2 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:

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 both Medical Team Managers (physicians) and Medical Specialists (paramedic level). (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.)

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. 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 Team 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.

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 Team 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.

If directed, The Medical Team 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. 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. 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

The Medical Managers should discuss and coordinate anticipated medical logistics requirements with the TFL and Logistics. They should review the latest information as it becomes available.

4. Mobilization Center

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 local resources.

5. On-Site Operations

Medical personnel should directly participate in the 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 contaminants 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 NYS Patient Care Report (PCR) 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. 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 PCR 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 PCR. 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 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 Team Standard Operating Procedures.

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 PCR and any internal reports and forms.

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 the IST and OFPC 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.

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. 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.

Notifications to the member's sponsoring agency shall be the responsibility of the senior OFPC staff member assigned to Team operations. Notification of next of kin shall be coordinated between the sponsoring agency, OFPC and the TFL. Other notifications such as Dept. of Labor, etc. shall be the responsibility of OFPC in coordination with the sponsoring agency.

Local law enforcement protocols and procedures involving the death should be utilized. In addition, a detailed report of the events shall be compiled by OFPC staff. Line of Duty death post mortem protocols should be utilized to properly document the occurrence to aid in future benefit awards.

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,

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.

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 J

TASK FORCE SAFETY CONSIDERATIONS

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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). Rescue workers in New York State are covered under OSHA, by New York State Department of Labor, Public Employees Safety and Health Administration

(PESHA). All task force members should make every effort to operate under the regulations as a matter of good practice and for the benefit of the team. 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 1670 and 1006, 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 be knowledgeable of all position descriptions on the task force and interact with the individuals 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 NY – TF2 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 and Medical Team Manager 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 vehicles.

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.

4. During Transport

Ground transportation is the basic transportation method for NY-TF2 to an incident.

During transport, drivers should be rotated regularly. Other task force personnel should attempt to rest as much as possible during the trip. If 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

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.

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APPENDIX K

BASE OF OPERATIONS MANAGEMENT

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APPENDIX L

BASE OF OPERATIONS MANAGEMENT

One of the crucial elements of a successful operation by NY-TF2 is the location and operation of the Base of Operations (BoO). The BoO serves as the equipment cache 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) is to survey potential task force BoO sites. 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), Rescue Manager, Technical Team Manager, and Safety Officer. 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 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, 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 tents, but they must be determined safe. 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 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. 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.

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.

A footprint plan of each piece of mobile team equipment and the space required to locate each piece at the Base of Operations will be generated by logistics and made available to the Team Leaders.

The task force should have a template of the site set-up 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, 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.

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 L

TASK FORCE PLANNING

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APPENDIX L

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 Plans Section Chief and Team 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 Plans Section Chief 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 Plans Section Chief is the meeting facilitator. As such, the Plans Section Chief 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
- Plans Section Chief
- 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, Plans Section Chief, and Technical Information Specialist for documentation.

C. PRE-ACTIVATION

Prior to any activation, the Plans Section Chief 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 Plans Section Chief 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 Plans Section Chief 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 Plans Section Chief 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 Plans Section Chief 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 Plans Section Chief 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 Plans Section Chief 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 transporting task force personnel and equipment, and a route plan.
- 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 Plans Section Chief 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 Plans Section Chief 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 Plans Section Chief 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 few operational periods. 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 Plans Section Chief 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 Section Chief 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 Section Chief 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 Plans Section Chief participate in these meetings as well.

F. DEMOBILIZATION

Beginning with the task force activation, the TFL and Plans Section Chief must always be cognizant of, and begin planning for, the demobilization process. Demobilization is no more than a reversal of the mobilization process. The Plans Section Chief 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 other organizations, 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 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. It should detail the time schedule for the conclusion of any mission objectives, the dismantling of the BoO, r, food schedule for the last meal on-site, and the time personnel should be ready for transport to the task force POD.

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 Plans Section Chief 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 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 Plans Section Chief 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 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, 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 L-1: Sample Planning Process and Schedule
Based on 2-12 hour operational periods, beginning at 0600 and 1800 hours

TIME	DESCRIPTION OF EVENT
0500 1700	<u>OPERATIONAL BRIEFING/DEBRIEFING – 0.5 hours</u> IST, TFLs, and Planning Officers from current and next operational period participate in the briefing/debriefing process. IAP is distributed.
0530 1730	<u>TASK FORCE OPERATIONAL BRIEFING – 0.5 hours</u> TFL briefs on-coming task force members. Tactical assignments are made
0600 1800	<u>OPERATIONAL PERIOD BEGINS – OPERATIONS SHIFT CHANGE – 1.0 hours</u> Task force begins operations. IST Planning Section Chief and task force Planning Manager collect, compile, and finalize report related to the last operational period.
0700 1900	<u>PLANS SECTION SHIFT CHANGE – 1.0 hours</u> IST Planning Section Chief and task force Planning Manager conduct shift change briefing and debriefing.
0800 2000	<u>PREPARE FOR PLANNING MEETING – 3.0 hours</u> 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.
1100 2300	<u>PLANNING MEETING – 0.5 hours</u> 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.
1130 2330	<u>PREPARE INCIDENT ACTION PLAN – 3.5 hours</u> 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.
1500 0300	<u>REVIEW AND APPROVE IAP – 0.5 hours</u> IST Planning Section Chief forwards IAP to the IST Leader for approval.
1530 0330	<u>MAKE ANY CHANGES AND FINALIZE IAP – 0.5 hours</u> 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.
1600 0400	<u>PREPARE FOR OPERATIONS BRIEFING – 1.0 hours</u> Displays and other required documents are prepared for use at the operational briefing; IAP is duplicated and collated for distribution.
1700 0500	<u>OPERATIONAL BRIEFING/DEBRIEFING – 0.5 hours</u> IST, TFLs, and Planning Officers from current and next operational period participate in the briefing/debriefing process. IAP is distributed.

1730 0530	<u>TASK FORCE OPERATIONAL BRIEFING - 0.5 hours</u> TFL briefs on-coming task force members. Task force tactical action plan is distributed.
1800 0600	<u>OPERATIONAL PERIOD BEGINS – OPERATIONS SHIFT CHANGE – 1.0 hours</u> 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 M

TASK FORCE

MOBILIZATION

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APPENDIX M

MOBILIZATION

I. MOBILIZATION PROCESS

NYTF-2's mobilization process will allow us to deploy the team or team component based on the mission requirement, response level, and location. Some components may deploy as soon as properly manned. The team on a level three response has a maximum two hour deployment time table.

TEAM DEPLOYMENT:

- (A) Request for assistance shall come through the OFPC 24 hr emergency phone line.
- (B) Task force notification process for alerts, activations, etc.
- (C) Upon arrival at the assembly site proceed with check in process as outlined in SOP.
- (D) Personnel assignments.
- (E) Team management will develop deployment strategy.

(A) REQUEST FOR ASSISTANCE

A request for the team shall be forwarded for action to a Special Services Bureau (SSB) staff member, if the on duty person is not from SSB. Prior to activations, Office of Fire Prevention and Control (OFPC) staff and / or Team Leader will determine the response level necessary to meet the needs of the request, based on the team response level SOP.

(B) NOTIFICATION PROCESS

The team will be notified through its team activation procedure SOP . Based on the request members shall report to their predetermined assembly site which is the headquarters building at 4240 Albany Street; unless directed to an alternate location.

(C) CHECK - IN PROCESS

Each member will proceed through the check-in procedure as outlined in SOP. As members complete their check-in they will be staged in an assembly area or assigned duties preparing equipment for departure.

(D) ASSIGNMENTS

Team management will assign personnel to positions and vehicles.

(E) DEPLOYMENT STRATEGY

Team management will develop deployment strategy based on response level and location. The Incident Support Team (IST) will be deployed as soon as possible; some members may be directed to deploy to the site. Other components may be deployed as manned; such as Command, 32' trailer, water trailer, medical, etc. All units will be given a briefing prior to departing.

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APPENDIX N

ACRONYMS AND

ABBREVIATIONS

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APPENDIX O

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
CINTRANS	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	
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

EOC	Emergency Operations Center
ERT	Emergency Response Team
ERT-A	Emergency Response Team, Advance Element
ESF	Emergency Support Function
EST	Emergency Support Team
FAX	Facsimile
FCO	Federal Coordinating Officer
FEMA	Federal Emergency Management Agency
FIRESCOPE	
FM	Frequency Modulation
FNARS	FEMA National Radio System
FOG	Field Operations Guide
FRP	Federal Response Plan
FY	Fiscal Year
GIS	Geographic Information System
GPLD	Government Property Lost or Damaged
GSA	General Services Administration
Haz Mat	Hazardous Materials
HF	High Frequency
HM	Hazard Mitigation
IAP	Incident Action Plan
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
ID	Identification
INSARAG	International Search and Rescue Advisory Group
IST	Incident Support Team
JIC	Joint Information Center
JIS	Joint Information System
kHz	Kilohertz
LAD	Latest Arrival Date

MCC	Movement Coordination Center
MHz	Megahertz
MOA	Memorandum of Agreement
Mob Center	Mobilization Center
MRE	Meal, Ready-to-eat
NAOC	National Airborne Operations Center
NDMS	National Disaster Medical System
NECC	National Emergency Coordination Center
NEMIS	National Emergency Management Information system
NFPA	National Fire Protection Association
NIIMS	National Interagency Incident Management System
OCHA	Office for the Coordination of Humanitarian Affairs
OFDA	Office of Foreign Disaster Assistance
OFPC	Office of Fire Prevention and Control (NYS)
OSHA	Occupational Safety and Health Administration
PCF	Patient Care Form
PHS	Public Health Service
PIO	Public Information Officer
POA	Point of Arrival
POC	Point of Contact
POD	Point of Departure
Recon	Reconnaissance
R&R	Response and Recovery Directorate/Rest and Rehabilitation
RDD	Required Delivery Date
RN	Registered Nurse
ROC	Regional Operations Center
RR-OP-ES	Emergency Services Branch, Operations and Planning Division, Response and Recovery Directorate
SAR	Search and Rescue
SCO	State Coordinating Officer
SHARES	Shared Resources
SSB	Special Services Bureau (NYSOFPC)
TAC	
TF	Task Force

TFCC	Task Force Control Center
TFL	Task Force Leader
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 P

GLOSSARY OF TERMS

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APPENDIX P

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 pocket-size 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.

Loadmaster	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.
Local Jurisdiction	The affected locality that has the responsibility for managing the disaster within its borders.
Medical Team Fact Sheet	An informational sheet outlining the capabilities and requirements of the task force Medical Team.
Memorandum of Agreement (MOA)	The contract document between an organization sponsoring a task force and FEMA outlining all agreements and responsibilities.
Mobilization	The process used by all organizations, Federal, State, and local, for activating, assembling, and transporting resources requested.
Mobilization center	A temporary facility near an affected area used to receive, process and support task forces during the mobilization and demobilization phases of a mission.
Mobilization time frame	The time in which a task force is expected to assemble at the POD. Six hours is the identified time frame.
Movement Coordination Center (MCC)	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.
National Disaster Medical System (NDMS)	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.
National Emergency Coordination Center (NECC)	FEMA's office which provides notification to FEMA Headquarters and regional responders of implementation of the plan and performs situation monitoring, alerting, and activation.
National Interagency Incident Management System (NIIMS)	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.

Non-expendable property	The term used to denote expensive, accountable items such as generators, radios, power tools, technical equipment, etc.
National Urban Search and Rescue Response System	The task forces, ISTs, and other personnel and technical teams which respond to disasters under the direction of FEMA as Emergency Support Function #9.
Office of U.S. Foreign Disaster Assistance (OFDA)	The Federal agency responsible for assisting FEMA in requesting international assistance of US&R task forces through the United Nations Department of Humanitarian Affairs.
On site	Term used to refer to the operational area where a task force is assigned.
Operational checklist	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.
Operational period	The time interval, usually 12-hours, scheduled for execution of an IAP.
Operational procedures	Documents developed to address strategies and tactics that a task force may be required to address during a mission.
Operational work area	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.
Operations Chief	The position in the ICS that is responsible for managing the overall incident tactical operations.
Operations Manual	A document in the FEMA National US&R Response System series that describes the operational processes used by task forces. The document draws from the FRP and includes standard operating procedures.
Patient Care Form (PCF)	A form used during the mission to document medical information relating to a victim who receive treatment by the task force Medical Team.

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.

State Coordinating Officer (SCO)	The person appointed by the Governor of the affected State to coordinate State and local response efforts with those of the Federal government.
Search assessment marking	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.
Self-sufficiency	The capability of a task force to operate in a totally independent fashion. The FEMA standard for self-sufficient capability is for 72 hours.
Site rehabilitation	Returning a building or grounds to the original condition prior to task force operations.
Sponsoring organization	The entity that is responsible for developing and managing all aspects of a task force.
Staging area	A designated area where incoming resources report.
Support agency	A Federal department designated to assist a primary agency.
Task force	A tactical component of the FRP under ESF #9 - Urban Search and Rescue, composed of 62 persons (refer to the FEMA US&R Task Force Description Manual).
T-Card System	A resource tracking system using different color cards displayed in a folder or hanging rack.
TF	Task force.
TF Base of Operations Locations Checklist	A form to assist task force personnel when selecting a location for set up of their BoO.
Task Force Control Center (TFCC)	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.
TFL's Mission Assignment Checklist	A form for use by the TFL that identifies important information during the initial briefing provided by the local Incident Commander.
TF Medical Team Fact Sheet	A form that summarizes the capabilities of the task force Medical Team. This form can be used when briefing the local officials.

TF Operations Report	A form to assist the Rescue Team Manager or Squad Officer when managing their resources or documenting events.
Time-Phased Force Deployment Data (TPFDD)	An electronic file that describes the task force in terms of number of personnel and equipment in weights and cubic feet.
United Nation's Office for the Coordination of Humanitarian Affairs (OCHA)	Entity located in Geneva, Switzerland tasked with the overall responsibility for disseminating information and coordination of international disaster relief activities.
U.S. Forest Service (USFS)	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.
U.S. Public Health Service (USPHS)	An agency within the Department of Health and Human Services.
U.S. Transportation Command (USTRANSCOM)	DoD command which coordinates the movement of air assets for moving task forces.
Urban Search and Rescue (US&R)	The term used to define the strategy, tactics, and operations for locating, providing medical treatment, and extrication of entrapped victims.
US&R TF Fact Sheet	A form that summarizes the composition, capabilities and limitations, and support requirements of a FEMA US&R task force. Used by the TFL when briefing local officials.
USAR	The term used to identify the United States Army Reserve.

