Operations Manual

National Urban Search and Rescue (US&R) Response System

September 2012

FEMA

NATIONAL URBAN SEARCH AND RESCUE RESPONSE SYSTEM OPERATIONS MANUAL

Foreword

This operations manual provides a guide for Department of Homeland Security (DHS)/Federal Emergency Management Agency (FEMA) personnel to perform Federal disaster response operations during major disasters or emergencies.

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

The National US&R Response System's organization, capabilities, methods of operation, and procedures for pre-response preparedness activities regarding mobilization, on-site operations, and demobilization are described in this document, which complies with the goals of the National Incident Management System (NIMS).

Questions, comments, and suggested improvements related to this document are encouraged. Inquiries, information, and requests for additional copies should be directed in writing to the FEMA Office of Response and Recovery, Response Directorate, Operations Division, US&R Branch, Operations Section, 500 C Street SW, Washington, DC 20472.

FRED ENDRIKAT
Branch Chief
US&R Branch
Operations Division
Response Directorate
Office of Response and Recovery

DEAN SCOTT
Section Chief
Operations Section
US&R Branch
Operations Division
Response Directorate
Office of Response and Recovery

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CHAPTER 1: INTRODUCTION

1-1. Purpose

This National US&R Response System document:

- Describes the composition and capabilities of the System;
- Describes the procedure used to issue System advisories, alerts, and activations to deploy FEMA US&R task forces under the authority of the Robert T. Stafford Disaster Relief and Emergency Assistance Act, 42 U.S.C. § 5121, et seq. (Stafford Act);
- Delineates organizational roles and responsibilities;
- Describes the purpose and functions of the US&R Incident Support Team (IST) and its relationship to System resources;
- Describes the relationships between System resources and other Federal resources such as the FEMA Incident Management Assistance Teams (IMAT), the United States Coast Guard (USCG), the Department of the Interior/National Park Service (DOI/NPS), the Department of Defense (DoD), and other supporting organizations;
- Outlines how System resources will be assigned or allocated during disasters;
- Describes the process for accepting international assistance to supplement domestic U.S. search and rescue capability;
- Provides guidelines and procedures for the movement of System resources during a response;
- Describes the purposes of a mobilization center, staging areas, and activities related to the System's use of these facilities; and
- Identifies procedures for on-site operations, System resource reassignment, and demobilization.

This operations manual provides a detailed overview of the FEMA National US&R Response System. Other operational information is provided in the National US&R Response System Field Operations Guide (FOG). The reader should also refer to the Emergency Support Function (ESF) #9 Annex—Search and Rescue (SAR) of the National Response Framework (NRF) to understand how System resources function in the overall Federal response to a presidential declaration of a disaster.

1-2. National US&R Response System Overview

The National US&R Response System is a framework for structuring local emergency services personnel into integrated Federal response resources. The 28 System Sponsoring Agencies employ the tools, equipment, skills, and techniques necessary to maintain US&R task forces. FEMA can deploy these agencies to assist state, tribal, territorial, and local

governments to rescue survivors of structural collapse and wide-area disaster incidents or to assist in other search and rescue activities. Each System task force is required to either accept or decline a request for alert or activation within one hour of receipt. If a request for activation is accepted, the task force is then required to position all of its personnel and equipment at its embarkation point within four hours, if being deployed by ground transport, or at an identified Aerial Port of Embarkation (APOE) within six hours of activation if deployed by air transport. The task force can be mobilized and en route to its destination within a matter of hours.

All System Sponsoring Agencies are capable of deploying either a type I or type III US&R task force. A type I US&R task force is staffed with 70 personnel and is supplied with all required equipment. Up to 10 additional support personnel may be activated when a task force travels by ground transportation. (See Figure I-1.)

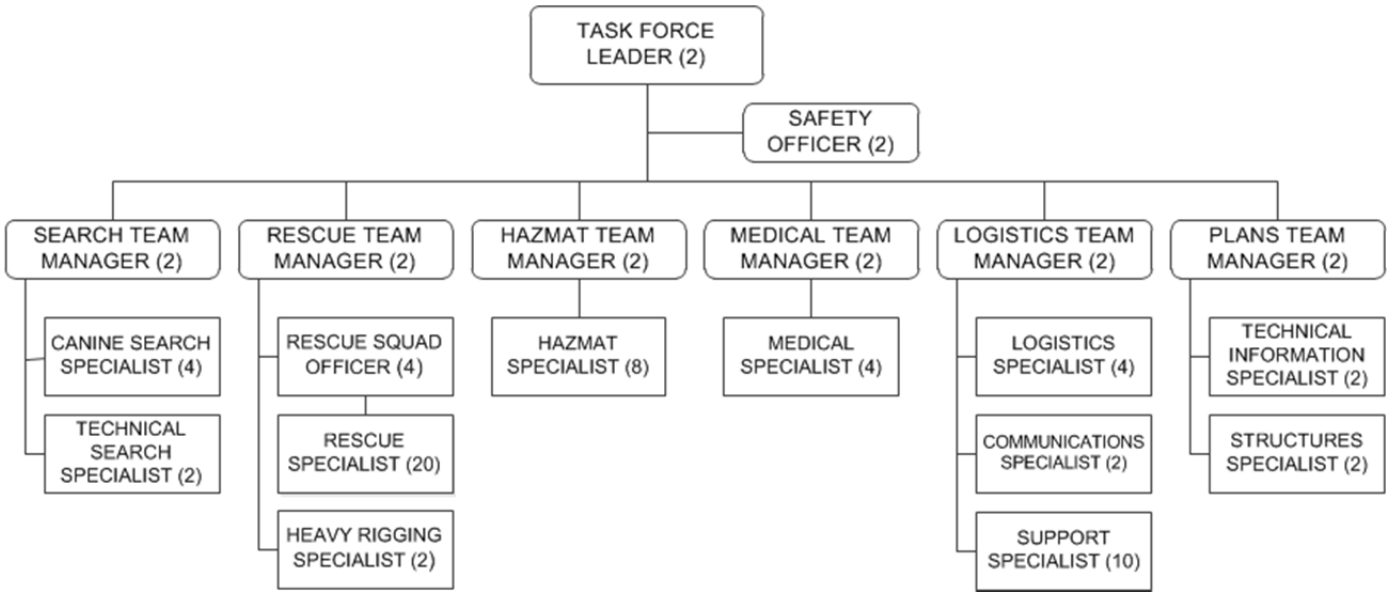

FIGURE I: Type I Task Force Organization

System resources operating at a potential or suspected Chemical, Biological, Radiological, Nuclear, or Explosive (CBRNE) incident will interface closely with local law authorities and the Federal Bureau of Investigation, which is responsible for crisis management under Presidential Decision Directive 39. These individuals should also work closely with local hazardous materials responders, emergency medical service providers, and other NRF support agencies.

In a disaster, or other situation in which the capabilities of a type I US&R task force are not required, FEMA also supports a 28-person type III task force that includes as many as six additional support personnel when a task force travels by ground transportation. The type

III US&R task force is developed as a rapid needs-assessment and search team that responds to disasters as part of the NRF. (See Figure I-2.)

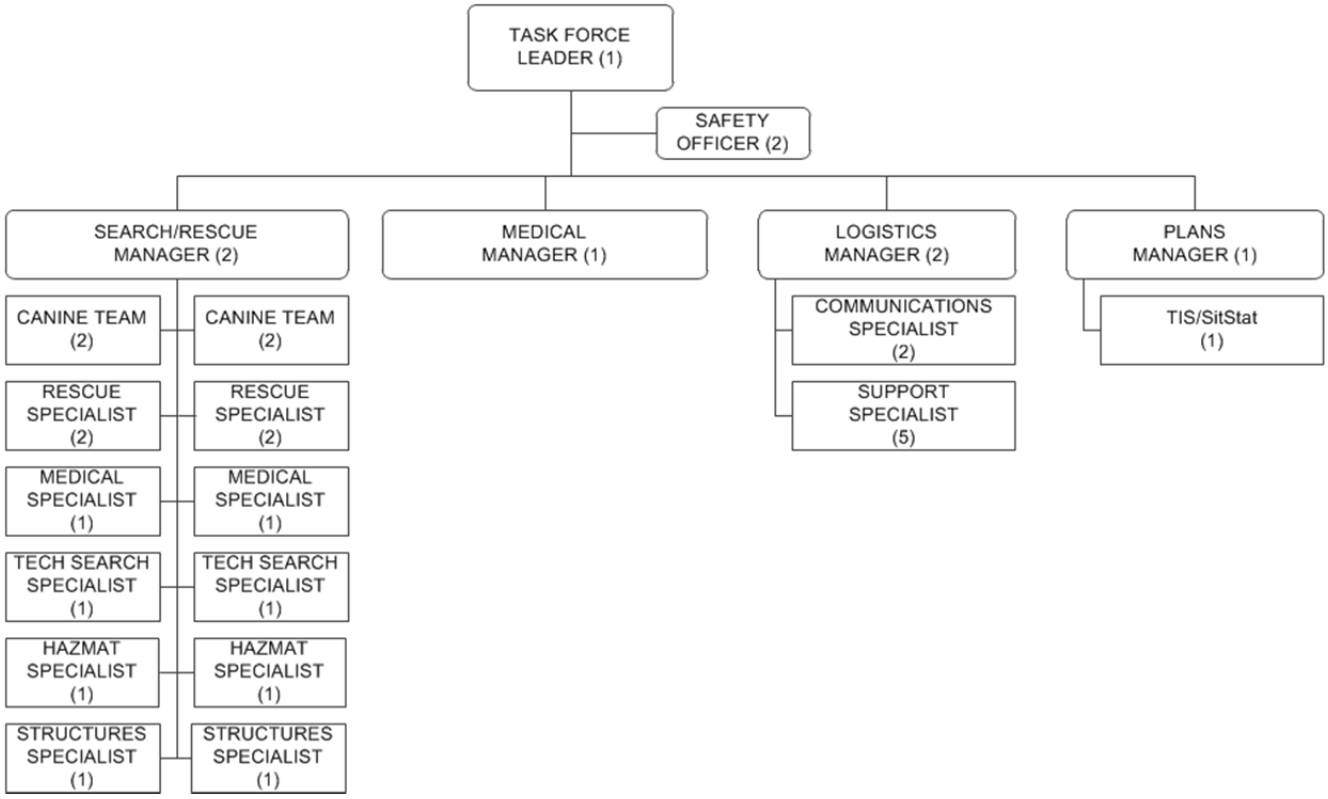

FIGURE II: Type III Task Force Organization

For more information regarding task force composition, qualifications, position descriptions, operational checklists, and requisite equipment, refer to the National US&R Response System FOG, handbooks, and job aids.

1-3. The National US&R Response System within the National Response Framework (NRF)

The NRF provides the Federal Government's guiding principles for responding to disasters when:

- State and local response capabilities are overwhelmed;
- A state government requests Federal assistance; and
- The President formally declares that a disaster has occurred, activating the disaster assistance authority outlined in the Stafford Act.

Once these criteria have been met, the Federal Government may activate any or all of the 15 ESFs that are described in the NRF. (See Figure I-3.)

EMERGENCY SUPPORT FUNCTIONS

Emergency Support Function		ESF Primary Coordinator
1.	Transportation	DOT
2.	Communications	DHS/National Communications Systems
3.	Public Works and Engineering	USACE
4.	Firefighting	USDA/USFS
5.	Emergency Management	FEMA
6.	Mass Care, Emergency Assistance, Housing, and Human Services	FEMA
7.	Logistics Management and Resource Support	GSA, FEMA
8.	Public Health and Medical Services	HHS
9.	Search and Rescue	FEMA, USCG, DOI/NPS, DoD
10.	Oil and Hazardous Materials Response	EPA
11.	Agriculture and Natural Resources	DOA
12.	Energy	DOE
13.	Public Safety and Security	DOJ
14.	Long-Term Community Recovery	FEMA
15.	External Affairs	DHS

FIGURE III: Emergency Support Functions

ESF #9 – Search and Rescue (SAR) rapidly deploys Federal SAR resources to provide lifesaving assistance to state, tribal, and local authorities when a request for Federal SAR assistance is issued or anticipated.

During incidents or potential incidents requiring a unified SAR response, Federal SAR responsibilities reside with four ESF #9 primary agencies: FEMA, USCG, DOI/NPS, and DoD, which provide timely and specialized SAR capabilities. Support agencies provide specific capabilities or resources that support ESF #9. Federal SAR operational response environments are classified as follows:

- Structural Collapse (Urban) Search and Rescue (US&R)
- Maritime/Coastal/Waterborne Search and Rescue
- Land Search and Rescue

SAR services include distress monitoring, incident communications, locating distressed personnel, and coordination and execution of rescue operations including extrication and/or evacuation. SAR also provides medical assistance and civilian services through the

use of public and private resources to assist persons and property in potential or actual distress.

Each ESF is coordinated by a primary Federal agency in concert with other Federal agencies that may provide relevant support. FEMA is the ESF #9 coordinating agency.

FEMA activates ESF #9 when an incident that may result in a request for a unified SAR response to an affected area is either anticipated or actually occurs. As required, the primary agencies are represented at the National Response Coordination Center (NRCC), Joint Field Office (JFO), and state, tribal, and local Emergency Operations Centers (EOCs).

For each incident that requires Federal SAR support, FEMA designates the overall primary agency for that particular ESF #9 SAR response. This designation is dependent upon incident circumstances and the type of response required. The designated overall primary agency coordinates the integration of Federal SAR resources, including support agency resources, in support of the requesting Federal, state, tribal, or local SAR authority. All ESF #9 agencies provide support to the designated overall primary agency as required.

FEMA serves as the overall primary agency responsible for meeting the ESF #9 mission objectives for structural collapse SAR operations during incidents requiring a coordinated Federal response.

FEMA assumes the following responsibilities when designated as the overall primary agency during an incident:

- Manages US&R task force and IST deployments in the affected area
- Coordinates logistical support for US&R assets during field operations
- Coordinates the provision of additional support assets
- Coordinates with Federal, state, tribal, and local designated SAR authorities to integrate Federal SAR resources
- Provides representation at the NRCC, JFO, and state, tribal, and local EOCs as required
- Provides incident reports, assessments, and situation reports as required

The USCG serves as the overall primary agency responsible for meeting the ESF #9 mission objectives for maritime/coastal/waterborne SAR operations during incidents requiring a coordinated Federal response.

DHS/USCG assumes the following responsibilities when designated as the overall primary agency during an incident:

- Manages USCG SAR resources in the affected area
- Coordinates the provision of additional support assets

- Coordinates with Federal, state, tribal, and local designated SAR authorities to integrate Federal SAR resources
- Provides representation at the NRCC, JFO, and state, tribal, and local EOCs as required
- Provides incident reports, assessments, and situation reports as required

DOI/NPS and DoD share the responsibility as the overall primary agency to meet the ESF #9 mission objectives for a particular incident during land SAR operations for events that require a coordinated Federal response.

DOI/NPS assumes the following responsibilities when designated as the overall primary agency during an incident:

- Manages DOI/NPS land SAR resources in the affected area
- Coordinates the provision of additional support assets
- Coordinates with Federal, state, tribal, and local designated SAR authorities to integrate Federal SAR resources
- Coordinates logistical support for DOI/NPS resources during field operations
- Provides representation at the NRCC, JFO, and state, tribal, and local EOCs as required
- Provides incident reports, assessments, and situation reports as required

DoD and DOI/NPS share responsibility as the overall primary agency for accomplishing the ESF #9 mission during land SAR operations for incidents requiring a coordinated Federal response.

DoD, through U.S. Northern Command (USNORTHCOM) and U.S. Pacific Command (USPACOM), assumes the following responsibilities when designated as the overall primary agency during an incident:

- Manages DoD SAR resources in the affected area
- Coordinates the provision of additional support assets
- Coordinates with Federal, state, tribal, and local designated SAR authorities to integrate Federal SAR resources
- Provides representation at the NRCC, JFO, and state, tribal, and local EOCs as required
- Provides incident reports, assessments, and situation reports as required

I. Types of Search and Rescue

A. Structural collapse (urban) search and rescue

Primary agency: FEMA

Operational overview: US&R includes operations for natural and manmade disasters and catastrophic incidents, as well as other structural collapse operations that primarily require DHS/FEMA US&R task force operations. The National US&R Response System integrates DHS/FEMA US&R task forces, Incident Support Teams (ISTs), and technical specialists. The Federal US&R response integrates DHS/FEMA task forces in support of unified SAR operations conducted following the U.S. National Search and Rescue Plan (NSP). (The NSP is the policy guidance of the signatory Federal departments and agencies for coordinating SAR services to meet domestic needs and international commitments.)

DHS/FEMA develops national US&R policy, provides planning guidance and coordination assistance, standardizes task force procedures, evaluates task force operational readiness, funds special equipment and training within available appropriations, and reimburses, as appropriate, task force costs incurred as a result of ESF #9 deployment.

The National US&R Response System is prepared to deploy and immediately initiate operations in support of ESF #9. The task forces are staffed primarily by emergency services personnel who are trained and experienced in collapsed structure SAR operations and possess specialized expertise and equipment. Upon activation under the National Response Framework, FEMA US&R task forces are considered Federal assets under the Homeland Security Act of 2002, the Robert T. Stafford Disaster Relief and Emergency Assistance Act, and other applicable authorities.

ISTs provide coordination and logistical support to US&R task forces during emergency operations. They also conduct needs assessments and provide technical advice and assistance to state, tribal, and local government emergency managers.

FEMA reimburses the parent Sponsoring Agencies for US&R task forces that are involved in US&R deployments. FEMA is authorized to reimburse such activities when the Stafford Act is declared or when a declaration is anticipated. For non-Stafford Act US&R deployments, the Federal department or agency requesting US&R assistance reimburses FEMA following provisions included in the Financial Management Support Annex to the NRF. FEMA uses the funding provided by the requesting Federal department or agency to reimburse the Sponsoring Agency for the task forces.

B. Maritime/coastal/waterborne search and rescue

Primary agency: USCG

Operational overview: Maritime/coastal/waterborne SAR includes operations for natural and manmade disasters that primarily require

DHS/USCG air, cutter, boat, and response team operations. The federal maritime/coastal/waterborne SAR response integrates DHS/USCG resources in support of unified SAR operations conducted per the NSP.

USCG personnel are trained and experienced in maritime/coastal/waterborne SAR operations and are able to use their specialized expertise, facilities, and equipment to conduct an effective response to distress situations. The USCG develops, maintains, and operates rescue facilities for SAR in waters subject to U.S. jurisdiction and is designated as the primary agency for maritime/coastal/waterborne SAR under ESF #9. Furthermore, USCG staffing at area, district, and local sector command centers promotes interagency coordination with state, tribal, and local emergency managers during incidents requiring a unified SAR response in which maritime/coastal/waterborne SAR resource allocations are required.

C. Land search and rescue

Primary agencies: DOI/NPS; DoD

Operational overview: Land SAR operations require aviation and ground forces to meet mission objectives, other than maritime/coastal/waterborne and structural collapse SAR operations as described above. Land SAR primary agencies integrate their efforts to provide an array of diverse capabilities under ESF #9.

DOI/NPS possesses SAR resources that are specially trained to operate in various roles including ground search, small boat operations, swift water rescue, helo-aquatic rescue, and other technical rescue disciplines. DOI/NPS maintains preconfigured teams that include personnel and equipment from DOI/NPS, U.S. Fish and Wildlife Service, U.S. Geological Survey, Bureau of Indian Affairs, and other DOI components in planning for ESF #9.

When requested, DoD, through (USNORTHCOM) and/or (USPACOM), coordinates facilities, resources, and special capabilities that conduct and support air, land, and maritime SAR operations according to applicable directives, plans, guidelines, and agreements. Per the NSP, the U.S. Air Force and USPACOM provide resources for the organization and coordination of civil SAR services and operations within their assigned SAR regions and, when requested, assist Federal, state, tribal, and local authorities.

The DoD's role as a primary agency is based on SAR Coordinator responsibilities stipulated in the NSP and is generally limited to a coordination function.

DoD's designation as a primary agency in ESF #9 is not clearly defined in current statutes, authorities, or DoD policies. Under the NRF, the DoD assists civil authorities by conducting

SAR missions on a reimbursable basis pursuant to the Stafford Act or Economy Act as appropriate.

If DoD SAR capabilities deploy at the direction of the Air Force Rescue Coordination Center in support of the NSP, and subsequently if the Stafford Act is invoked, those capabilities are administered by the NRF and ESF #9. As soon as is practical, a FEMA or other department/agency mission assignment is submitted to and approved by DoD for those capabilities' continued support.

II. NRF Field-Level Organization

Federal coordinating structures, processes, and protocols are employed to manage significant incidents. These coordinating structures and processes are designed to enable the execution of the responsibilities of the President through the appropriate Federal departments and agencies and to integrate Federal, state, local, tribal, nongovernmental organization, and private-sector efforts into a comprehensive national approach to domestic incident management.

III. NRF Organizational Structure

A. Homeland Security Operations Center (HSOC)

The HSOC is the primary national hub for domestic incident management, operational coordination, and situational awareness. The HSOC is a standing 24/7 interagency organization that combines law enforcement, national intelligence, emergency response, and private-sector reporting. The HSOC facilitates the sharing of homeland security information and operational coordination with other Federal, state, local, tribal, and non-governmental emergency operation centers. The HSOC also coordinates with the Strategic Information and Operations Center (SIOC). The SIOC maintains direct connectivity with the HSOC and the Interagency Incident Management Group (IIMG). The IIMG is a specialized group of senior-level Federal interagency representatives who provide strategic advice to the secretary of homeland security.

B. National Response Coordination Center (NRCC)

The NRCC is a multi-agency center that provides overall Federal response coordination and emergency management program implementation (including both Stafford Act and non-Stafford Act incidents). FEMA maintains the NRCC as a functional component of the HSOC in support of incident management operations. Multi-agency coordination entities aid in establishing priorities among incidents and their associated resource allocations, resolving agency policy conflicts, and providing strategic guidance to support incident management activities.

C. Regional Response Coordination Center (RRCC)

An RRCC is a standing facility operated by a FEMA regional office that is activated to coordinate regional response efforts, establish Federal priorities, and implement local Federal program support. Currently, 10 FEMA RRCCs provide the initial coordination of Federal response and recovery activities. The responsibility of an RRCC is to establish and coordinate communications with the affected state emergency management agency and the National Response Coordination Center, coordinate deployment of the incident management assistance team to field locations, assess damage information, develop situation reports, and issue initial mission assignments.

An RRCC will coordinate regional response efforts, establish Federal priorities, and implement Federal support until an IMAT or Joint Field Office (JFO) is established and the Federal Coordinating Officer (FCO) assumes his/her NRF coordination responsibilities.

RRCC staff will gather information on the status of the affected area. The RRCC serves as a temporary coordinating office for Federal activity until an IMAT is established. The RRCC also:

- Serves as a point of contact and establishes communications for the affected state, the NRCC, and regional elements of Federal agencies;
- Supports IMAT deployments;
- Implements initial information/planning activities, including the collection of situation and needs data;
- Serves as initial coordinator of Federal activities until an IMAT is operational; and
- Coordinates resources for multiple-state (or multiple-IMAT) operations.

When an IMAT assumes management of a disaster, or when a JFO becomes operational, the RRCC may either be transitioned to a lower level of operation or deactivated. In multiple-state disasters, the RRCCs remain operational to assist the NRCC with the prioritization and deployment of resources until JFOs are established within each affected state in the region.

D. Incident Management Assistance Team (IMAT)/Joint Field Office (JFO)

During the early stages of a disaster, a Regional IMAT will be deployed from a FEMA Region or a National IMAT will be deployed by FEMA Headquarters. The IMAT will begin the initial coordination at the field level and will fill the positions within the JFO command structure as it begins its operations. A JFO is a temporary Federal facility that provides a central location for the coordination of Federal, state, tribal, and local governments and private-sector and non-governmental organizations with primary responsibility for response and recovery. It is established to unify the Federal assistance effort at the state and local level and to coordinate the provision of Federal assistance to the affected jurisdiction(s) during national incidents. The JFO provides a central location for the Federal, state, and local executives who are responsible for incident oversight.

The JFO structure is organized, staffed, and managed in a manner consistent with NIMS principles. Although a JFO employs an ICS structure, the JFO does not manage on-scene operations. Instead, the JFO focuses on providing support to on-scene efforts and conducting broader support operations that may extend beyond the incident site. The JFO organization utilizes the scalable organizational structure of the NIMS ICS and unified command. The JFO organization adapts to the magnitude and complexity of the situation at hand and incorporates the NIMS principles regarding span of control and organizational structure. The JFO organization also adapts to respond to various types of incidents including the following:

- Natural disasters
- Terrorist incidents
- Federal-to-Federal support
- National Special Security Events (NSSE)

Personnel from state and Federal departments and agencies, other jurisdictional entities, and private-sector and nongovernmental organizations may provide staffing for the JFO, generally through their respective ESFs.

Generally, the IMAT ESF #9 Group is not staffed. The IST ESF #9 Group Supervisor reports either to the IMAT/JFO Emergency Services Branch Director or to the IMAT/JFO Operations Section Chief, whichever is the lowest staffed position.

E. State Emergency Operations Center (SEOC)

An SEOC is the physical location at which the coordination of information and resources to support state incident management activities normally takes place. Emergency management organizations for each state coordinate state-wide emergency response. Each state conducts its emergency response coordination activities from an EOC facility.

F. Local Emergency Operations Center (EOC)

Each local jurisdiction will usually establish an EOC to coordinate response to and support of moderate to large-scale incidents. Initial damage and needs assessment information is consolidated at this location to determine response needs and state and Federal resource requirements. Authority for the management of a disaster rests primarily with the local officials and/or incident commander of the affected jurisdictions. State and Federal response supports state and local requests when resources and capabilities are overwhelmed.

G. Incident Command Post (ICP)

The ICP is the primary field location where tactical-level, on-scene incident command functions are performed.

H. Incident Support Base (ISB)

An ISB is a temporary satellite facility that is established at a strategic location (such as a military installation) to receive, process, and support response resources, including US&R resources, during the mobilization and demobilization phases of a response.

I. Point of Arrival (POA)

The POA is the assigned reporting location for deploying US&R task forces as well as for other Federal response entities or organizations as designated. The POA may be situated at an alternate site rather than at the primary mobilization center location identified in initial activation orders.

J. IST Base of Operations (BoO)

The IST Base of Operations (BoO) is the operational area established by an IST, which includes the base and camp for the IST. It is where US&R response activities are coordinated. When possible, combining IST and task force BoOs may be desirable to achieve more effective coordination and logistical support.

IV. NRF Field-Level Teams

The IST may interact with various Federal response teams during the course of a deployment, and it is beneficial for System members to know the functions of the various teams.

A. FEMA National Response Coordination Staff (NRCS)

The NRCS oversees the national-level response support effort and coordinates activities with participating Federal departments and agencies when administering Federal response requirements through the 15 ESFs. The NRCS is the staff at the NRCC, located at FEMA Headquarters in Washington, DC. The NRCS structure includes the Incident Command System (ICS) functional groupings of planning, operations, logistics, and administration/finance. However, the NRCS is organized in accordance with the National Incident Support Manual (NISM) branches of: Situational Awareness (ICS planning section); Planning Support (ICS planning section); Resource Support (ICS operations, logistics, and admin/finance sections); and Center and Staff Support (coordination center, specific section). For the most part, the NRCS does not play an operational role except in the following situations:

- During the initial period when the Federal government is staging or immediately dispatching initial response resources in preparation for an event or immediately following a disaster and prior to the establishment of the JFO
- When multiple-state disaster responses require an arbitrator regarding the allocation of scarce Federal resources

The ESF #9 SAR Unit assigned to the NRCS reports to the Emergency Services Group Supervisor in the Response & Capabilities Branch of the Resources Support Section and is mostly comprised of US&R Branch personnel that assist with coordination of Federal SAR resources in an overall Federal disaster response. They are supervised by the ESF #9 SAR Unit Leader. Their responsibilities may include, but are not limited to the following:

- Selecting the US&R task forces to be activated
- Issuing advisories
- Issuing alert and activation orders
- Coordinating task force transportation requirements
- Tracking task force and IST personnel movement
- Coordinating mission assignment requests
- Calculating financial advances and reimbursements

The NRCS ESF #9 SAR Unit at the NRCC will maintain overall management and control of deployed US&R resources until the US&R resources are either demobilized or are assigned to an incident or an operational IST.

B. FEMA Regional Response Coordination Staff (RRCS)

The RRCS is the staff at an RRCC, located at each of the ten regional offices. The RRCC is the center for coordinating activities with participating Federal departments and agencies when administering Federal response requirements through the 15 ESFs. The RRCS oversees the regional-level response support effort and contains the ICS functional groups: planning, operations, logistics, and administration/finance. However, the RRCS is organized in accordance with the National Incident Support Manual (NISM) branches of: Situational Awareness (ICS planning section); Planning Support (ICS planning section); Resource Support (ICS operations, logistics, and admin/finance sections); and Center and Staff Support (coordination center, specific section).

Before the Federal Coordinating Officer (FCO) assumes control of the Federal response and management of the incident, the RRCS will do the following:

- Establish and maintain all RRCS positions needed, including ESF coordinators positions
- Contact the EOC in the affected state(s) to identify capabilities and anticipate shortfalls to determine initial response and support requirements
- Implement processes for gathering, collating, analyzing, and disseminating incident information to all appropriate parties
- Provide the NRCC with information necessary to make critical national-level incident management decisions

- Acquire other Federal agencies' resources through the use of mission assignments and interagency agreements
- Establish mobilization centers and staging areas as needed
- Deploy regional IMATs and incident staff
- Request the deployment of a national IMAT(s) or additional regional IMATs from other regions when needed

The ESF #9 SAR Unit assigned to the RRCS reports to the Emergency Services Group Supervisor in the Response & Capabilities Branch of the Resources Support Section and is mostly comprised of regional personnel that assist with coordination of Federal SAR resources during an overall Federal disaster response. They are supervised by the ESF #9 SAR Unit Leader. The responsibilities of the ESF #9 SAR Unit may include, but are not limited to, the following:

- Coordinating state requests for SAR assistance
- Developing action request forms to request Federal SAR resources
- Relaying operational assignments to the IST ESF #9 Group Supervisor
- Coordinating mission assignment requests

The RRCS ESF #9 SAR Unit at the RRCC will maintain overall management and control of deployed US&R resources once the US&R resources are either assigned to that region for an incident or demobilized.

C. Incident Management Assistance Team (IMAT)

As briefly mentioned in section 1-3, paragraph III D, the primary mission of a FEMA IMAT is to rapidly deploy to an incident or incident-threatened venue, provide leadership in the identification and provision of Federal assistance, and coordinate and integrate inter-jurisdictional response in support of an affected state or territory. IMATs are full-time, rapid response teams with dedicated staff who are able to deploy within two hours and arrive at an incident within 12 hours to support a state or local incident commander. An IMAT supports the initial establishment of a unified command and provides situational awareness to Federal and state decision makers that is crucial to determining the level and type of immediate Federal support that may be required. The IMAT provides the initial command structure of a JFO as it is being established. There are two levels of IMATs. The first level is comprised of IMATs that are regionally based, and the second level is comprised of national level IMATS that represent FEMA headquarters in the field.

During an incident, the state's local authority manages the immediate response, and the IMAT coordinates additional assistance in the form of direct expert advice from team members or from other Federal partners via the JFO when established. The IMAT team leader is responsible for the overall management of the incident until an FCO is appointed.

D. ESF #9 Federal Search & Rescue Coordination Group (FSARCG)

The FSARCG is a coordinating group in which one member from each of the four ESF #9 primary agencies (FEMA, USCG, DOI/NPS, and DoD) is activated and deployed to plan and coordinate a Federal SAR response in support of the RRCC/IMAT and the Authority Having Jurisdiction (AHJ). The following activities may occur during the first 72 hours of an incident:

- Phase 1: One member from each of the ESF #9 primary agencies (FEMA, USCG, DOI/NPS, and DoD) is activated and deployed to the incident or appropriate strategic location based on incident needs. The assignment of members from each primary agency provides an avenue to connect and streamline incident resource needs through familiarization with the procedures and policies of the primary agencies.
- Phase 2a (0-24 hrs.): The FEMA US&R IST, in coordination with the FSARCG and the IMAT, identify and begin to integrate all potential Federal SAR response activities required to support the AHJ.
- Phase 2b (24-48 hrs.): The FEMA US&R IST, in coordination with the FSARCG and the IMAT, identify and continue to integrate all potential Federal SAR response activities required to support the AHJ.
- Phase 2c (48-72 hrs.): The FEMA US&R IST, in coordination with the FSARCG and the IMAT, identify and continue to integrate all potential Federal SAR response activities and augmentation resources required to support the AHJ.

E. ESF #9 Group and Group Supervisor

An ESF #9 Group may be assigned to various locations in addition to the ESF #9 SAR Unit assigned to the NRCC or RRCCs as mentioned in section 1-3, paragraph IV, A. While the NRCC and RRCCs are staffed primarily by US&R Branch personnel and FEMA reservists when authorized, ESF #9 Group personnel may be assigned to IMATs, JFOs, state and local EOCs, and other locations as deemed necessary to provide coordination, SAR technical expertise, and liaison and communication linkage with deployed US&R resources. When one or more resources are assigned to an ESF #9 Group, a Group Supervisor will be assigned.

F. ESF #9 SAR Unit, SAR Unit Leader

An ESF #9 SAR Unit Leader may be assigned to various RRCCs in addition to the ESF #9 SAR Unit assigned to the NRCC as mentioned in section 1-3, paragraph IV, A. ESF #9 SAR Unit personnel provide coordination, SAR technical expertise, and liaison and communication linkage with deployed US&R resources. When one or more resources are assigned to an ESF #9 SAR Unit, a Unit Leader will be assigned.

G. Domestic Emergency Support Team (DEST)

The DEST is a rapidly deployable, interagency team of experts within the U.S. Government that is staffed from the FBI, FEMA, DOE, HHS, and the EPA. The DEST provides the FBI Special Agent in Charge (SAC) subject matter expertise and guidance concerning CBRNE threats or during an actual incident.

H. Other Federal teams

Numerous special teams are available to support incident management and disaster response and recovery operations. Examples include:

- Nuclear Incident Response Team (NIRT)
- Disaster Medical Assistance Teams (DMATs)
- HHS Secretary's Emergency Response Team
- Department of Labor (DOL)/Occupational Safety and Health Administration's (OSHA's) specialized response teams
- National Veterinary Response Team
- Disaster mortuary operational response teams
- National Medical response teams
- Science and technical advisory and response teams
- Donations coordination teams
- Domestic animal and wildlife emergency response teams

1-4. Sequence of ESF #9 Activation

The structures contained within the NRF and NIMS provide for the orderly activation of ESFs and other elements of a Federal response. Because most incidents are handled at the local level, a sequence of events may occur before activation of the National US&R Response System can take place.

I. Event Occurs and Local Agencies May Respond

- Local EOC is activated and notifications are made to the state
- Mayor/county executive declares a state of emergency or disaster
- State notifies FEMA region that a significant event has occurred
- Governor declares state of emergency or disaster
- State EOC is activated
- Governor requests presidential declaration
- Presidential emergency or major disaster declaration is issued
- State coordinating officer is identified

- State requests Federal assistance

II. FEMA Region Responsibilities

- Notify the FEMA National Watch Center
- Activate the RRCC
- Develop action request forms to provide requested Federal support
- Activate and deploy regional IMAT

III. FEMA Headquarters Responsibilities

- Advise the President
- Activate and deploy resources
- Implement the NRF
- Activate and deploy one or more of the three national IMATs
- Activating ESF #9 through the NRCC or US&R Branch
- Issue advisories, alerts, and activation orders through the ESF #9 SAR Unit (US&R Branch)

1-5. Task Force Composition and Functions

Federal US&R task forces are structured to safely operate on the scene of an incident for up to 14 days. A US&R task force is an all-hazards response organization that can perform search and rescue functions and provide medical care for survivors and task force members. The individual team components and primary functions are outlined as follows:

I. Management

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

Function: Provide overall leadership and coordination of task force operations

II. Search

Composition: Canine Search Specialists
Technical Search Specialists

Function: Use canines and technical/electronic search equipment to locate trapped survivors

III. Rescue

Composition: Rescue Specialists – Organized into four squads with a leader and five specialists

Function: Perform extrication of trapped survivors. Personnel are skilled in cutting, shoring, lifting, and breaching steel and reinforced concrete.

IV. Medical

Composition: Medical Specialists trained at the paramedic level or equivalent

Function: Provide pre-hospital and emergency care for task force members and survivors and provide initial treatment for injured search canine. Medical Specialists are specifically trained to treat crush syndrome and provide confined-space medicine for rescued survivors.

V. Planning

Composition: Structural Engineers
Technical Information Specialists

Function: Provide support to the overall search and rescue mission including planning, hazards evaluation, structural integrity assessments, and technical documentation

VI. Logistics

Composition: Logistics Specialists
Communications Specialists
Support personnel (activated for over-the-road transportation)

Function: Provide support to the overall search and rescue mission including logistics, communications, mobilization and demobilization of personnel, and transportation of personnel and equipment

VII. Hazardous Materials

Composition: Hazardous Materials Specialists

Function: Provide initial and ongoing detection, monitoring and sampling, and identification of hazardous materials

CHAPTER 2: NATIONAL US&R RESPONSE SYSTEM OVERVIEW

2-1. National US&R Response System Advisory Organization

The National US&R Response System is comprised of Federally-authorized task forces staffed by state and local Sponsoring Agencies, participating agencies, and affiliated personnel. Organizationally, the System resides within the US&R Branch, a component of the FEMA Office of Response and Recovery, Response Directorate, Operations Division. The continued growth and development of the System requires involvement of subject matter experts from the Federal, state, and local levels.

2-2. Components of the US&R Advisory Organization

The US&R Advisory Organization is comprised of the US&R Strategic Group and the US&R Operations Group, which is comprised of work groups, sub-groups, and ad hoc work groups. Each of these groups is tasked with the development of their respective areas of responsibility and the integration of their recommendations into the advisory organization. These groups draw from System membership, utilizing their management and technical expertise to provide advice and recommendations upon which strategic decisions are based. Decisions concerning recommendations from the various groups will be made through consensus whenever possible.

The following components comprise the US&R Advisory Organization:

I. Office of Response and Recovery

II. Response Directorate

III. Operations Division

IV. FEMA US&R Branch

The US&R Branch Chief manages the branch staff and is responsible for administering the National US&R Response System.

V. US&R Strategic Group

The US&R Strategic Group makes recommendations to establish System priorities on matters regarding policy, strategic goals, budget, and any issue having a financial impact on System task forces or their Sponsoring Agency (SA). The US&R Strategic Group meets formally at least once a year. Teleconferences may be conducted at any time to address issues of urgency.

The US&R Strategic Group consists of the following nine members:

- US&R Branch Chief

- Three Divisional Sponsoring Agency Chief Representatives (SACR-D)—One from each US&R division (East, Central, and West)

  Each US&R task force is supported by a Sponsoring Agency. The chief/head of each Sponsoring Agency is ultimately the final authority for their task force. Each US&R division (East, Central, and West) elects a SACR-D from one of the task forces within their division to represent all of the task forces in that division.

- National Task Force Representative (TFR-N)

  The National Task Force Representative is a rostered member of a System task force and is elected by the System's Task Force Representatives to represent their interests and ensure that their input on issues is given full consideration. The TFR-N is a sitting member of the US&R Strategic Group and the US&R Operations Group. The TFR-N coordinates the functions of the Divisional Task Force Representatives.

- Three Divisional Task Force Representatives (TFR-D)—One from each US&R division (East, Central, and West)

  The Divisional Task Force Representatives are rostered members of a System task force and are elected by the Eastern, Central, and Western Division Task Force Representatives to represent their interests on the US&R Strategic Group and the US&R Operations Group. The TFR-Ds are sitting members of the US&R Strategic Group and the Operations Group.

  TFR-Ds ensure that all work products and decisions are shared with Task Force Representatives and that their input on major issues is given full consideration by the US&R Operations Group.

- US&R Operations Group Chair

  The US&R Operations Group Chair is a rostered member of a System task force and is appointed by the US&R Branch Chief to coordinate the activities of the US&R Operations Group, including assigning tasks to specific work groups, reviewing recommendations from the work groups, forwarding approved recommendations to the US&R Strategic Group or US&R Branch, and voting on US&R Operations Group recommendations only when a vote results in a tie. The Operations Group Chair is a sitting member of the US&R Strategic Group.

VI. US&R Operations Group

The US&R Operations Group is comprised of the TFR-N, TFR-Ds, and the chair from each of the standing work groups. The US&R Operations Group coordinates activities and reviews recommendations and work products submitted by those within the various organizational levels within the System. The US&R Operations Group meets formally at least once per year, or as needed, subject to the availability of funding. Electronic meetings (e.g. teleconferences or web conferences) may be conducted at any time to address System issues. In the absence of the US&R Operations Group Chair, a standing work group chair shall be appointed to act in that capacity during official US&R meetings and functions.

VII. Work Group

A work group is comprised of rostered members from a System task force along with other technical experts who are assembled to perform specific functions or tasks to meet ongoing goals and objectives of the System. The groups are established and disbanded by the US&R Branch, based upon the needs and requirements of the System. A work group shall consist of a minimum of nine members (providing equal geographic task force representation and distribution) including the chair. Members are elected from within their division and, in the case of technical experts, are appointed by the US&R Operations Group Chair based on their interest, operational experience, and expertise in the various aspects of the US&R System. Consideration is given to provide balanced representation across each task force within each division. The work group chair is selected annually by other work group members and is approved by the US&R Branch Chief. The work group chair is responsible for management of the work group and completion of its assigned tasks. A vice-chair is appointed by the elected chair of each work group with the approval of the US&R Branch Chief.

Each work group will address issues of consequence within the discipline and/or those assigned by the US&R Operations Group. The twelve standing work groups currently in existence are listed below:

Command and General Staff	Public Affairs
Communications	Rescue
Incident Support Team	Search
Legal Issues	Grants
Logistics	Training
Medical	Hazardous Materials/CBRNE

Work groups meet formally, at least once a year, subject to available funding. Electronic meetings (e.g. teleconferences or web conferences) may be conducted at any time to address System issues. Meetings are open to observers, but observers may not participate in the business of the work group, except by permission or request of the chair. Work groups provide technical expertise and support to the US&R Operations Group, the US&R Strategic Group, and the US&R Branch. Work groups maintain working relationships with technical specialists; subject matter experts; US&R task forces; IST personnel; and local, state, and Federal agency personnel when addressing System issues.

Work groups ensure that System-developed products are compatible with regulations, mandates, operating guidelines and/or standards established for multi-disciplinary US&R operations, the NRF, and NIMS. Work groups recommend changes in developed products, and develop and maintain products, in response to changes in the System.

VIII. Sub-Group

A sub-group is comprised of rostered members from a System task force and other technical experts assembled to perform specific functions or tasks assigned by the work

group to which it is attached. Members are chosen for their interest, operational experience, and expertise in the various US&R disciplines. A sub-group is attached to one of the standing work groups. The sub-group chair is a non-voting member of the standing work group.

The System currently has two sub-groups: Canine and Structures. The Canine Sub-Group is attached to the Search Work Group and is tasked to focus on issues that relate to Canine Search Team training, certification, and mission utilization regarding the detection of survivors. The Structures Sub-Group is attached to the Rescue Work Group and is tasked to focus on issues related to the engineering aspects of technology, training, and mission utilization in regard to structural stability.

A minimum of six members (having equal geographic distribution) including the chair shall comprise the sub-group. The sub-group chair is selected annually by the members of the sub-group and is approved by the standing work group chair. The sub-group chair is responsible for the management of the sub-group and the completion of assigned tasks. A vice-chair is appointed by the elected chair of each sub-group with the approval of the standing work group chair. Reports, status, and recommendations shall be sent forward through the standing work group chair. The sub-group chair may attend Operations Group meetings but will not be permitted to vote on issues before that body.

In the event that a sub-group cannot reach consensus on a topic, the chair (or vice-chair in the chair's absence) of the work group to which it is attached will decide that issue.

Sub-groups meet formally, at least once a year, subject to the availability of funding. Electronic meetings (e.g. teleconferences or web conferences) may be conducted at any time to address System issues. The chair of the sub-groups attends meetings of the standing work group as a liaison and subject matter expert. The chair of the work group to which the sub-group is attached may attend the sub-group's meetings.

Sub-groups provide technical expertise and support to the Operations Group and the US&R Branch. They also maintain working relationships with technical specialists; US&R task forces; IST personnel; and local, state, and Federal agency personnel to address issues that influence the System.

Sub-groups ensure that system-developed products are compatible with regulations, mandates, operating guidelines and/or standards established for multi-disciplinary US&R operations, the NRF, and NIMS. Sub-groups recommend changes in developed products and develop and maintain products in response to changes in the System.

IX. Ad Hoc Work Group

An ad hoc work group is temporarily established by the US&R Branch Chief for a specific purpose and period of time. The recommendation to convene an ad hoc work group is generated through the Operations Group. The composition, organization, chairperson, and membership of an ad hoc work group will be determined by the US&R Branch Chief and

Operations Group Chair, based on responsibilities and need. Membership will extend for the duration of the task or assignment. The ad hoc work group shall meet as required to fulfill their mission and assignments, not to exceed two years, as determined by the Operations Group Chair and the US&R Branch Chief. Electronic meetings, e.g. teleconferences or web conferences may be conducted at any time to address System issues. Upon a recommendation by the Operations Group, the US&R Branch Chief may extend the term of the ad hoc work group an additional two years. After such time, the Branch Chief may authorize the group to be disbanded or to become a standing work group or sub-group.

The ad hoc work group chair is responsible for group management and the completion of all assigned tasks. Reports, updates, and recommendations shall be provided to the Operations Group Chair. The chair of the ad hoc work group may attend Operations Group meetings but will not be permitted to vote on issues before that body.

X. Task Force Representatives (TFR)

Each Sponsoring Agency Chief/Head (SAC) will identify a TFR for their task force. System TFRs will meet formally, at least once a year, subject to available funding. Electronic meetings (e.g. teleconferences or web conferences) may be conducted at any time to address System issues. This meeting is chaired by the TFR-N. Observers are allowed to attend meetings, but they may not participate in the business of the group except by permission or request of the chair. The TFRs may also meet within their division to address specific issues as determined by the TFR-D.

TFRs ensure that System-developed products are compatible with regulations, mandates, operating guidelines, and/or standards established for multi-disciplinary US&R operations, the NRF, and NIMS. They also recommend changes in developed products to the Operations Group for review and consideration.

The US&R Strategic Group, SACs, Operations Group, standing work groups, sub-groups, ad hoc work groups, and TFRs may meet formally or informally at any time to address the business of the System. A quorum of these groups is defined as 50% of the membership plus one and must be present for any official business to take place.

2-3. Membership

The National US&R Response System Advisory Organization is comprised of the US&R Strategic Group, SACs, the Operations Group, standing work groups, sub-groups, ad hoc work groups, and Task Force Representatives. The organization develops recommendations that are provided to the US&R Branch. Members are selected to ensure a balanced representation of interests across the spectrum of the system.

General membership requirements for any position on a System group are as follows:

- Members must be technically qualified to fill the position. Individuals must be a sponsoring/participating agency designee from a System task force. The US&R Branch Chief may waive certain membership requirements for personnel from new System task forces and/or those non-System technical experts appointed to serve within the advisory organization.
- Non-System technical experts must demonstrate their ability to participate, which includes identification of funding and the ability to complete administrative assignments.
- Individuals must provide a letter of support signed by their TFR and SAC to participate. Members of a task force participating agency are also required to provide a letter of support from their participating agency chief/head that must be submitted through the task force Sponsoring Agency.
- Upon acceptance of an appointment, members agree to adhere to the policies, procedures, and the code of conduct that govern the System. Failure to do so will result in a recommendation for removal for cause.
- Individuals may only serve either as a TFR Representative (national or divisional) or on one work group or sub-group at a time. However, they may also serve concurrently on one ad hoc work group.

2-4. Selection and Appointment Process

The US&R Branch Chief is responsible for the approval and appointment of qualified individuals to fill vacancies for the position of Operations Group Chair or for membership positions that become available in the work groups, sub-groups, and ad hoc work groups. To be considered for a position, individuals must complete an application that includes an electronic version of the FEMA US&R résumé and indicates the applicant's knowledge, skills, abilities, and experience. Applicants must also submit a letter of endorsement signed by their TFR, SAC, and the participating agency chief/head, if applicable.

I. Work Group Appointment Process

Work groups consist of nine members—three members from each geographic US&R division. Sub-groups consist of six members—two from each geographic US&R division. Work group and sub-group members are appointed by the US&R Branch Chief for a three-year term, beginning on May 1st. The terms of one-third of the work group members (one per division) and specified sub-group members expire on April 30th of each year. Work group and sub-group openings occur when a member's three-year term expires or when a member leaves the group during his/her term. A call for nominations for the annual work group and sub-group vacancies shall be made in accordance with the following guidelines:

- Each TFR-D will announce the annual nomination process for any available work group and sub-group positions by October 1st of each year. This request will be based on information supplied by the work group/sub-group chairs. They will

identify vacancies, requirements, and the names of members whose terms will expire.

- Certain work groups/sub-groups may propose special membership requirements to meet the unique needs of the group. For example, the work group chair and the Operations Group Chair may develop specific criteria in addition to the minimum qualifications described below (e.g., attorneys may be needed for the Legal Issues Work Group, physicians for Medical Work Group). Minimum qualification information will be conveyed with the request for applications.
- Any member filling a work group or sub-group position may apply for another position without first resigning from his/her currently held seat. If a selection is made, the vacancy will be filled in the manner defined in this section. If no selection is made, the member will retain his/her current position.
- The TFR-D will solicit applications and letters of support from task force members within his/her division. These documents must be returned to the TFR-D by November 1st.
- The TFR-D will confirm that each application packet includes an appropriate application and letter(s) of support and will forward electronic applications to the TFR of that division. The TFR-D will conduct a meeting or conference call to review the applications and select members. Membership criteria for work groups is based on the applicant's background, experience, subject matter knowledge, level of participation, and value to the System. Overall task force distribution of membership should be considered in the prioritization process.
- The TFR-D will forward the names of the selected members to the Operations Group Chair by December 1st. The Operations Group Chair will submit the names of the selected members to the US&R Branch Chief by December 15th. The US&R Branch Chief will distribute a program directive naming the new appointees by January 1st.
- When unanticipated vacancies (those that occur outside of the annual process described above) arise, the affected work group/sub-group chair will notify the Operations Group Chair of the vacancy and of any special requirements for that position. The Operations Group Chair will notify the affected TFR-D of the vacancy. If the term of the vacancy is less than one year, the TFR-D will appoint a qualified member from his/her division to fill the vacancy. If the term of the vacancy extends to one year or more, the vacancy will be filled in accordance with the process above. Members appointed/elected to mid-term vacancies will serve the duration of that term.

II. Operations Group Chair

The Operations Group Chair will be appointed to a three-year term by the US&R Branch Chief. By December 1st of the final year of the three-year term, the US&R Branch Chief may either reappoint the incumbent or conduct a formal application process (similar to the work group/sub-group process) to select a new Operations Group Chair. The US&R Branch

Chief will distribute a program directive naming the Operations Group Chair by January 1st. The appointment will become effective May 1st.

III. Task Force Representatives - Divisional (TFR-D)

The TFR-D will be elected by each division's Task Force Representatives. The TFR-D will represent his/her division's task forces on the Operations Group and the US&R Strategic Group for a three-year term. The terms shall begin on May 1st and will be staggered so that only one TFR-D's term expires each year. The TFR-N will facilitate the annual election for the TFR-D prior to May 1st. The TFR-N will announce the nomination process for TFR-D to the affected division by October 1st. The TFR-N will solicit applications and letters of support from the division task forces. These documents must be returned to the TFR-N by November 1st. The TFR-N will confirm that each application packet includes an appropriate application and letter(s) of support. The TFR-N will forward the electronic applications to the TFRs of that division. The TFR-N will conduct a meeting or conference call to elect the TFR-D then will forward the name of the elected TFR-D to the US&R Branch Chief by December 1st. The US&R Branch Chief will distribute a program directive naming the new TFR-D by January 1st.

IV. Task Force Representative - National (TFR-N)

The TFR-N position is elected by the System's Task Force Representatives for a three-year term. Prior to May 1st of the last year of the three-year term, a TFR-D will facilitate an election that is held during a regular TFR meeting. A TFR from each System task force shall cast a vote. The TFR-D will submit the name of the elected TFR-N to the US&R Branch Chief by December 1st. The US&R Branch Chief will distribute a program directive naming the new TFR-D by January 1st.

V. Sponsoring Agency Chief/Head Representatives - Divisional (SACR-D)

A SACR-D will be elected by each division's SACs. The SACR-D will represent his/her division's task forces on the US&R Strategic Group for a three-year term. The terms shall begin on May 1st and will be staggered so that only one SACR-D's term expires each year. The TFR-N will facilitate the annual election for the SACR-D prior to May 1st. The TFR-N will announce the nomination process for SACR-D to the affected division by October 1st. The TFR-N will solicit names from the division task forces until November 1st. The TFR-N will forward the list of names to the SACs of that division. The TFR-N will conduct a meeting or conference call to elect the SACR-D and forward the name of the elected SACR-D to the US&R Branch Chief by December 1st. The US&R Branch Chief will distribute a program directive naming the new SACR-D by January 1st.

VI. Work Group and Sub-Group Chairs

The work group and sub-group chairs will be elected by each group's members, and all group members may vote. The US&R Branch will assign one staff member as the Project Officer for each group. The Project Officer will facilitate the annual chair election during

the first meeting after January 1st. The US&R Branch Project Officers will submit the names of the elected chairs to the US&R Branch Chief for final approval by January 15th. The US&R Branch Chief will distribute a program directive naming the new work group and sub-group chairs by February 1st.

Each work group and sub-group chair will select a vice-chair to serve in their absence. If the work group and sub-group chair should vacate that position, the vice-chair would serve as the interim chair until an official appointment can be made through the normal election process.

VII. Member Removal Process

Members or chairs of the Operations Group, work groups, sub-groups, and ad hoc work groups may be removed from their positions at any time for cause. If the need to remove a member has been determined, that member's chair will notify that member and the Operations Group Chair. The member to be removed then has 15 days to appeal to the Operations Group Chair. The Operations Group Chair will gather the facts pertaining to the situation and make a recommendation to the US&R Branch Chief. The US&R Branch Chief will take appropriate action based on the facts provided.

If the US&R Branch Chief decides to remove a member, the Branch Chief will notify the member, the Operations Group Chair, the work group chair, the TFR-D, and the member's SAC.

Complaints against the TFR-D, the TFR-N, or the Operations Group Chair will be submitted directly to the US&R Branch Chief who will determine the best means by which to resolve the issue. If the decision is made to remove that member from his/her position in the Advisory Organization, no appeal will occur. The US&R Branch Chief is the appointing authority for the system.

A SAC who withdraws support for a member wishing to participate in the Advisory Organization shall notify the US&R Branch Chief in writing. The US&R Branch Chief shall notify the Operations Group Chair, who will then notify the member, the group chair, and the TFR-D. The member's participation shall either be terminated immediately or as requested by the SAC.

Advisory Organization positions belong to the specific division, not to the task force or to an individual. A member who changes task force affiliation forfeits his/her elected/appointed position in the Advisory Organization and must seek re-appointment through the normal application process.

2-5. National US&R Response System Decision Process

The National US&R Response System decision process is a standardized practice that governs the development of recommendations through coordinated interaction between the US&R Branch, SACs, Operations Group, TFRs, and work groups. The decision process is

consensus-driven, and its purpose is to come to a general agreement on all interests and concerns.

The US&R Strategic Group provides direction to the Operations Group regarding policies, strategic goals, budgets, and issues impacting costs. Recommendations and issues may also be generated by the US&R Branch or from any level within the System. The issue is then referred to the Operations Group Chair for review and appropriate action.

Each recommendation will be identified as either tactical or strategic in nature.

I. Tactical Recommendations

Tactical recommendations involve routine issues that address a task or function and are usually short in duration. They are normally narrow in scope and are carried out with an immediate end in view.

II. Strategic Recommendations

Strategic recommendations involve higher-level issues regarding plans, programs, procedures, and activities, usually broad in scope and impact, that are of great importance internally and/or externally to the System.

The Operations Group Chair shall determine whether a recommendation is purely informational or is to be filed for further action, in which case the issue will be forwarded to the US&R Branch. If subject matter expertise is required, the issue will be assigned to the appropriate work group(s) for action. Some issues will require action or input by multiple work groups. In those cases, one work group will be designated as the lead group and will coordinate with the allied work groups to develop a recommendation.

2-6. Decision Process Sequence

The steps of the decision process are as follows:

1. Recommendations may be proposed by any source within the System, and all will be submitted to the Operations Group Chair. If a recommendation originates from within a task force, the TFR forwards the recommendation electronically to their TFR-D who then forwards the suggestion to the Operations Group Chair.
2. The Operations Group Chair forwards the recommendation to the US&R Branch where it is entered into the document control system for accountability.
3. With the concurrence of the US&R Branch, or in the case of a recommendation from the US&R Strategic Group, the Operations Group Chair refers the recommendation to the appropriate work group for action. For example:
    - If the recommendation requires action or input by multiple work groups, the Operations Group Chair designates a lead work group for the project.

- The Operations Group Chair notifies the US&R Branch as to the status of the recommendation to update the document control system for accountability.

4. The Operations Group Chair ensures that objectives, timelines, financial impacts, and document changes are identified.
5. The lead work group collaborates with the allied work groups to complete the assignment.
6. When a recommendation is reviewed and acted upon by the lead work group, it is sent back to the Operations Group Chair.
7. The Operations Group Chair then does the following:
   - Forwards the recommendation to the TFR-Ds who then forwards it to the TFRs in their respective division for a 21-day review
   - Notifies the US&R Branch as to the status of the recommendation to update the document control system for accountability
8. At the end of the 21-day review, all comments are forwarded to the TFR-Ds who compile the comments and forward them to the Operations Group Chair.
9. The Operations Group Chair then does the following:
   - Forwards all comments and suggestions to the lead work group
   - Notifies the US&R Branch as to the status of the recommendation to update the document control system for accountability
10. The lead work group then takes the following action:
    - Tracks the receipt and disposition of all comments on the Document Clearance Comment Form
    - Considers all comments and changes
    - Revises the document as appropriate, based on the comments
    - Forwards the document to the Operations Group Chair with the associated comment tracking form
    - Returns comment forms to the originating task force with the disposition of their comments
11. The final recommendation along with the comment tracking form is then presented to the Operations Group, which then does the following:
    - Reviews the recommendation, which can be accomplished during a regularly scheduled Operations Group meeting or via a teleconference
    - Notifies the US&R Branch as to the status of the recommendation to update the document control system for accountability

12. The Operations Group Chair along with the TFR-N and TFR-Ds determine whether the recommendation is tactical or strategic. After this determination, the Operations Group Chair and TFR-N and TFR-Ds vote to proceed in one of the following fashions:
    - Return the recommendation to the lead work group for further study
    - In the case of significant changes, return the recommendation through the TFR-Ds to the TFRs of their respective divisions for a second 21-day review upon which time it returns to the process at Step VII
    - Approve strategic-level recommendations to be forwarded to the US&R Strategic Group
    - Approve tactical-level recommendations to be forwarded to the US&R Branch Chief

13. The US&R Strategic Group will review recommendations related to policies, strategic goals, budgets, and cost impacts and take one of the following courses of action:
    - Return the recommendation to the Operations Group Chair with recommended action
    - Approve the recommendation and forward it to the US&R Branch Chief

14. Upon receiving a recommendation, the US&R Branch Chief will ensure, through a final review by the US&R Branch, that the recommendation is procedurally, financially, and legally sound for the System.

    The US&R Branch Chief will either develop the appropriate US&R document and distribute it for implementation or return the recommendation to the Operations Group Chair for the appropriate modification.

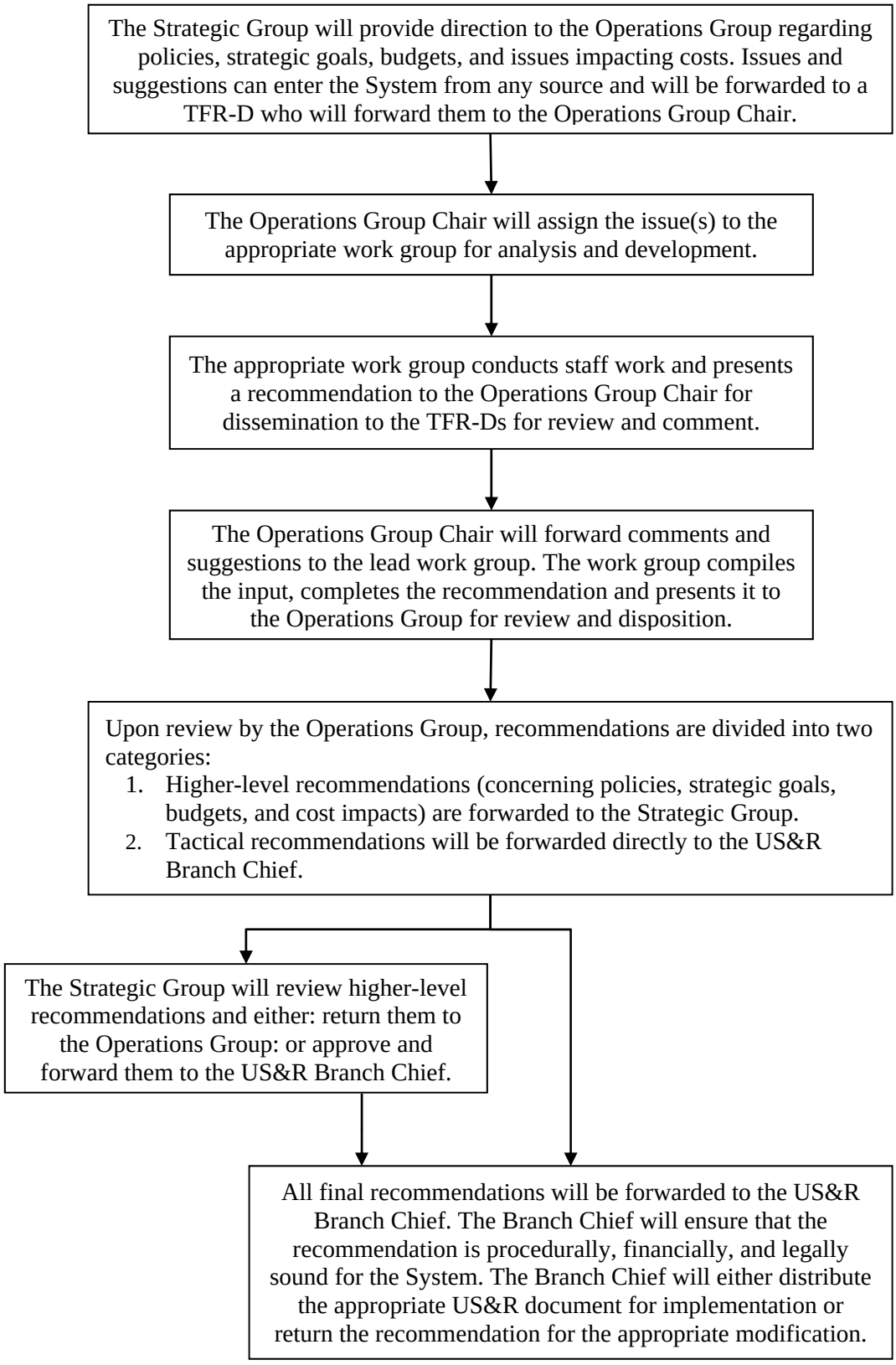

FIGURE IV: National US&R Response System Decision Process

CHAPTER 3: NATIONAL US&R RESPONSE SYSTEM IMPLEMENTATION AND AGENCY RESPONSIBILITIES

3-1. Federal Emergency Management Agency

I. FEMA Headquarters

The NRF designates FEMA as the ESF #9 primary agency responsible for US&R.

To accomplish this mission, FEMA will do the following:

- Maintain a national US&R capability
- Administer the National US&R Response System
- Provide technical assistance on the implementation of the NRF
- Provide overall management of US&R operations
- Provide supplemental logistical support to US&R resources while deployed
- Develop situation and after-action reports
- Maintain an ESF #9 response plan, along with other ESF #9 primary agency partners and associated support agencies
- Maintain an inventory of US&R resources
- Provide for functional training and exercises within the US&R System
- Maintain a roster of trained and appointed US&R IST personnel

FEMA is responsible for coordinating international US&R assistance within the continental United States when offered. FEMA also manages public information dissemination and congressional liaison issues related to all ESFs. FEMA reimburses all supporting agencies for allowable expenses related to ESF #9 activation and deployments when officially authorized.

II. FEMA Regional Offices

During the early stages of a disaster, a FEMA Regional ESF #9 representative will channel relevant SAR related information to FEMA Headquarters and affected states' EOCs. Once an RRCC is established, and until the IST is functional and/or an ESF #9 SAR Specialist is in place at the state EOC, the RRCC will coordinate the affected states' requests for US&R assistance with FEMA Headquarters. A FEMA ESF #9 representative from the regional office may assist the ESF #9 SAR Specialist at a JFO as the FEMA support representative. In the absence of the RRCC or JFO, the IST ESF #9 Group Supervisor will act as the liaison to the IMAT.

III. Supporting Federal Agencies

The agencies named in Figure III-1 provide support to FEMA in its conduct of Federal ESF #9 Operations.

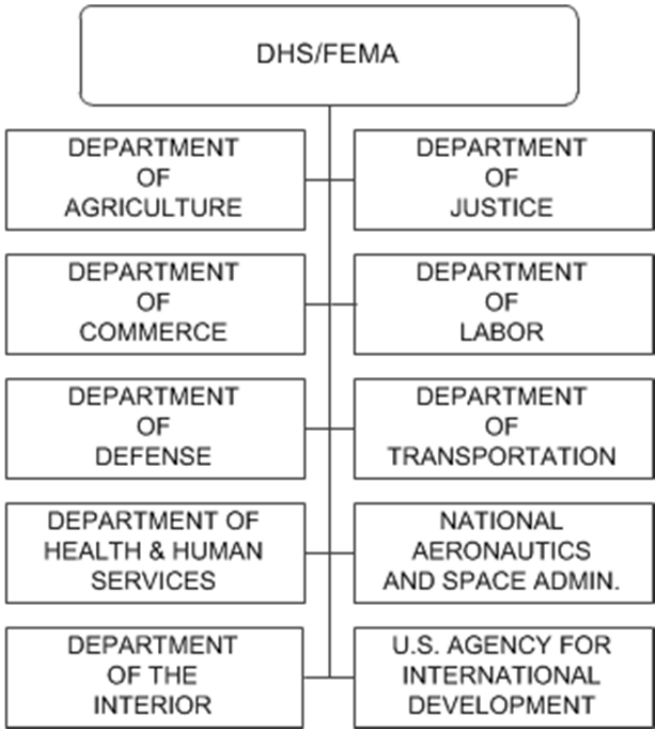

FIGURE V: Supporting Federal Agencies

3-2. States

I. Affected States

A state that is affected by a significant event or disaster is responsible for conducting damage and needs assessments and for making all requests for Federal US&R assistance through ESF #9 at the state EOC or the JFO. The state may provide an ESF #9 representative(s) to serve as a liaison to the ESF #9 at the JFO and assist with the coordination of US&R requests and activities with his/her Federal counterparts. The affected state may establish priorities to allocate all US&R resources (Federal, state, and local) within the disaster area of the state while consulting with the local Incident Command (IC). If the local jurisdiction is incapable of providing a viable incident command structure to manage the overall incident, the state has the responsibility to ensure that a capable Incident Management Team is in place.

II. Responding States

The Sponsoring Agency of a National US&R Response System task force is expected to maintain a 24-hour alert capability and implement FEMA's alert and activation procedure for the task forces when requested by FEMA. In the event that a state is the Sponsoring Agency, that state will be responsible for the activities outlined in section 3-3, paragraph II, "Sponsoring Agency".

3-3. Jurisdictions

I. Affected Jurisdiction

An affected jurisdiction is responsible for the management of an incident. Those responsibilities should include, but are not limited, to the following:

- Conducting initial damage and needs assessments
- Assessing and assigning local SAR resources
- Identifying SAR shortfalls
- Requesting assistance
- Contacting the state ESF #9 representative or SAR Coordinator to request additional state or Federal resources
- Establishing operational priorities
- Providing a point of contact (POC), conducting situation briefings, and identifying assignments for incoming FEMA US&R task forces
- Ensuring adequate communications between FEMA US&R resources and the local ICP

During an incident, the affected jurisdiction, along with an assigned IST, performs continuous needs assessments to determine if additional resources will be required. Furthermore, if US&R resources are assigned, the affected jurisdiction and/or the IST will report on the progress of US&R work accomplishments and determine if task forces are to be reassigned within the jurisdiction or released when their current assignments are completed.

II. Sponsoring Agency

The Sponsoring Agency, an authorized member of the National US&R Response System, will recruit and train personnel and organize a US&R task force according to the policies and procedures of the National US&R Response System. It will ensure that each task force member meets the necessary licensing, certification, or other professional qualification requirements of his/her assigned position. The Sponsoring Agency will further ensure that the task force has the appropriate documentation on file to verify this information. The Sponsoring Agency will provide training to upgrade, develop, and renew skills as needed

to maintain qualifications for each position on the task force. The Sponsoring Agency is responsible for developing, practicing, and implementing an internal call-out system for team members and for managing the financial, administrative, reporting, and personnel issues related to task force readiness. The Sponsoring Agency also performs all administrative functions as required and submits to periodic readiness inspections. The Sponsoring Agency is responsible for ensuring that any change to the status of the task force readiness level is promptly reported to the FEMA US&R Branch.

When authorized by FEMA, the Sponsoring Agency will activate the task force and ensure that all personnel and equipment are at the designated Point of Departure (POD) within the prescribed time frame. Personnel assigned to the task force and any replacements (backfill) will be compensated in accordance with the terms outlined in their memorandum of agreement (MOA). The Sponsoring Agency will also ensure that all appropriate reports and claims for replacing or rehabilitating equipment are submitted to FEMA within the time limits set forth in Chapter 9: Post-Mission Activities. The Sponsoring Agency is responsible for providing critical incident stress management debriefings for all task force members during or after a deployment as needed.

3-4. Emergency Support Function (ESF) #9 (Search and Rescue)

The Federal ESF #9 SAR Response System is composed of four primary agencies (FEMA, USCG, DOI/NPS, and DoD), which provide specialized SAR operations during incidents or potential incidents requiring a coordinated Federal response. SAR services include the following:

- Coordination
- Communications
- Distress monitoring
- Locating persons in distress
- Execution of rescue operations including extrication and evacuation
- Medical assistance
- Civilian services through the use of public and private resources to assist persons and property in potential or actual distress

FEMA activates ESF #9 when an incident that may result in a request for a unified SAR response to an affected area is either anticipated or actually occurs. An ESF #9 response is scalable to meet the specific needs of each incident and is based on the nature and magnitude of the event, the suddenness of onset, and the capabilities of local or state SAR resources.

As required, ESF #9 primary agencies are represented at the various NRCC, RRCC, JFO, and state, tribal, and local emergency operations centers.

All task forces in the FEMA National US&R Response System will be advised as soon as possible by the US&R Branch that a significant event has occurred or may occur where FEMA US&R resources may be requested or required. The US&R Branch will alert the ESF #9 primary agency partners and begin to identify transportation resources through the FEMA Movement and Coordination Group (T&MCG). Once a reliable estimate of damage and need is ascertained, the US&R Branch will determine the allocation of US&R resources and alert and or activate the necessary resources of the System. If warranted, FEMA will initially activate one or more ISTs along with the three geographically closest task forces that are operational to either a mobilization center or directly to the incident.

The IST will deploy as soon as possible in order to act as a liaison with state and local officials as well as to make preparations for the support of incoming task forces.

In the event that all FEMA US&R resources are activated, and an obvious need for more resources exists, FEMA may request either military support through the DoD "Military Support to FEMA US&R Concept of Operations (CONOP)" or international support through the Department of State's, U.S. Agency for International Development/Office of Foreign Disaster Assistance (USAID/OFDA). The "Military Support to FEMA US&R CONOP" provides for the augmentation of System resources with either general purpose or specially trained military personnel. Although these military augmentation forces will be integrated into US&R operations through the assigned IST, they are expected to be self-sufficient regarding life-supporting items while utilizing existing military logistical supply processes. SAR-specific logistical support may need to be fulfilled through the IST logistical support process. If international US&R teams are requested and deployed in support of a response, they will be fully supported through the assigned IST logistical support process and will be expected to operate within the same framework as System resources.

Once the System has been activated, transportation requirements for task forces will be evaluated by the US&R Branch. Depending on the travel distance to an incident, task forces or IST personnel may deploy by air or ground transportation. Task forces traveling by air will assemble and report to a pre-determined Aerial Point of Embarkation (APOE) within six hours of notification. The APOE loadmaster will ensure that the task force equipment cache is packaged and palletized in accordance with military or civilian regulations. The loaded aircraft will fly to its designated Aerial Point of Debarkation (APOD), normally a military airfield. Once the task force has reached its APOD, the IST Point of Arrival/Mobilization (POA/Mob) Specialist may be in position to meet the aircraft and arrange for off-loading and transportation to the designated mobilization center or incident location. If a POA/Mob Specialist is not onsite, the arriving task force will be required to manage this function for their personnel and equipment. Where facilities permit, the APOD and the mobilization center may be located at the same facility. If traveling by ground, IST personnel and task forces will move to their designated Point of Arrival (POA) by the quickest route. Task Force Leaders and all IST personnel are required to check in with the NRCC ESF #9 desk every two hours while in transit.

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

When the task force has received a mission assignment, the IST Transportation Unit Leader or the US&R Branch will secure transportation to either a designated incident staging point in the area of the assignment or directly to the incident location. The task force will also receive a situation status update, operational assignment, and logistical and administrative information from the IST or local incident commander. The task force will proceed to its assignment and begin operations. If the task force is directed to move to another site, the IST Transportation Unit Leader will coordinate transportation. The IST Logistics Section will ensure re-supply of food, water, and other items essential to the mission. The task force will perform operations until notified to demobilize, which will usually occur within 14 days after deployment.

The local IC, through the IST, has the discretion to move a task force assigned to his/her jurisdiction to another work location within the jurisdiction. Once it is determined that an assigned task force has completed its mission, the IST, in coordination with the state ESF #9 representative or SAR Coordinator and IMAT, will determine if the task force is required at other locations within the state.

The IST will coordinate with the state ESF #9 representative through the IMAT/JFO ESF #9 Group to determine any further requirements of the task force. If the objectives of the mission have been met and a task force is no longer needed, the IST will arrange for demobilization and return to the task force home jurisdiction. If the task force is demobilized, they will perform site disengagement procedures. Task force members will then be debriefed and will begin preparations for demobilization and travel. Transportation will be arranged by the IST directly with the IMAT/JFO ESF #9 Group who will coordinate the request with the NRCC.

3-5. Incident Support Team

The mobilization and use of US&R task forces provides a significant capability for disaster response and mitigation. The FEMA US&R IST provides Federal, state, and local officials with technical assistance in the deployment and use of ESF #9 resources through advice, incident command assistance, and management and coordination of US&R task forces. It also obtains ESF #9 logistic support.

For further information refer to the IST Operations Manual.

I. Background

The US&R IST was developed to make a group of highly-qualified specialists readily available for rapid assembly and deployment to a disaster area.

The IST must be available to mobilize within two hours of request. IST members are required to be self-sufficient for at least 24 hours and prepared for a response assignment extending as long as 14 days. An IST equipment cache is organized into functional kits and is available for deployment with the IST. FEMA maintains three strategically situated caches to supply the IST with communications equipment including the following:

- Telephones
- Radios
- Computers
- Printers
- Administrative office supplies

The IST Logistics Section Chief maintains a copy of the cache inventory to facilitate ordering and provide accountability. IST members request any additional logistics support through the IST Logistics Section Chief upon arrival at the IST base of operations.

As previously indicated, when a significant event or disaster occurs, an IMAT from the affected FEMA region, or one of the three national IMATS, will deploy to the affected state or states to join with state emergency management personnel to coordinate Federal assistance. The IMAT provides direction to the IST through the ESF #9 Group Supervisor assigned to the IST. The IST ESF #9 Group Supervisor reports to the IMAT Operations Section Chief or designee assigned to the affected area. (See Figure III-2.)

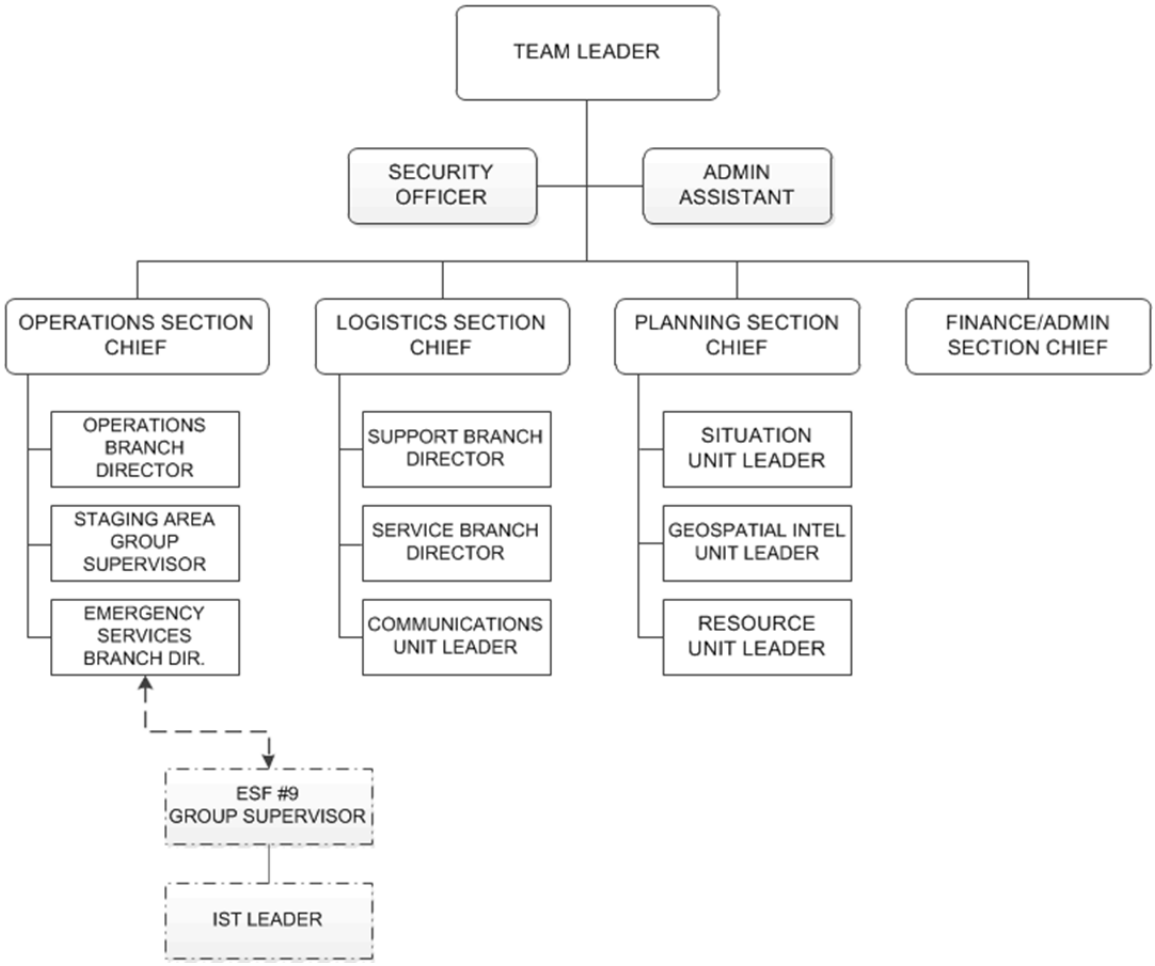

FIGURE VI: Incident Management Assistant Team

II. Mission Statement

The mission of the US&R IST is to provide Federal, state, and local officials with technical assistance in the acquisition and use of ESF #9 resources through advice, incident command assistance, and management and coordination of US&R task forces, and to obtain ESF #9 logistic support.

III. Development Criteria

The US&R IST was developed and organized to be:

- Consistent with the terminology and organizational structure of the NRF and NIMS;
- Representative of the primary disciplines involved in US&R operations;
- Comprised of sufficient personnel to provide initial assistance at RRCCs, state EOCs, IMATs, JFOs, and local EOCs (may be augmented as necessary);
- Deployable within two hours of activation and have personnel available for 24-hour coverage at state EOC/JFO and other facilities for ESF #9

IV. Incident Support Team (Initial)

The initial element of the IST represents FEMA's efforts to establish on-site management and support for the anticipated or actual arrival of one or more US&R task forces at a disaster or at a significant or planned event.

The IST is generally deployed with an initial minimum complement of the 20 positions and 30 personnel shown in Figure III-3.

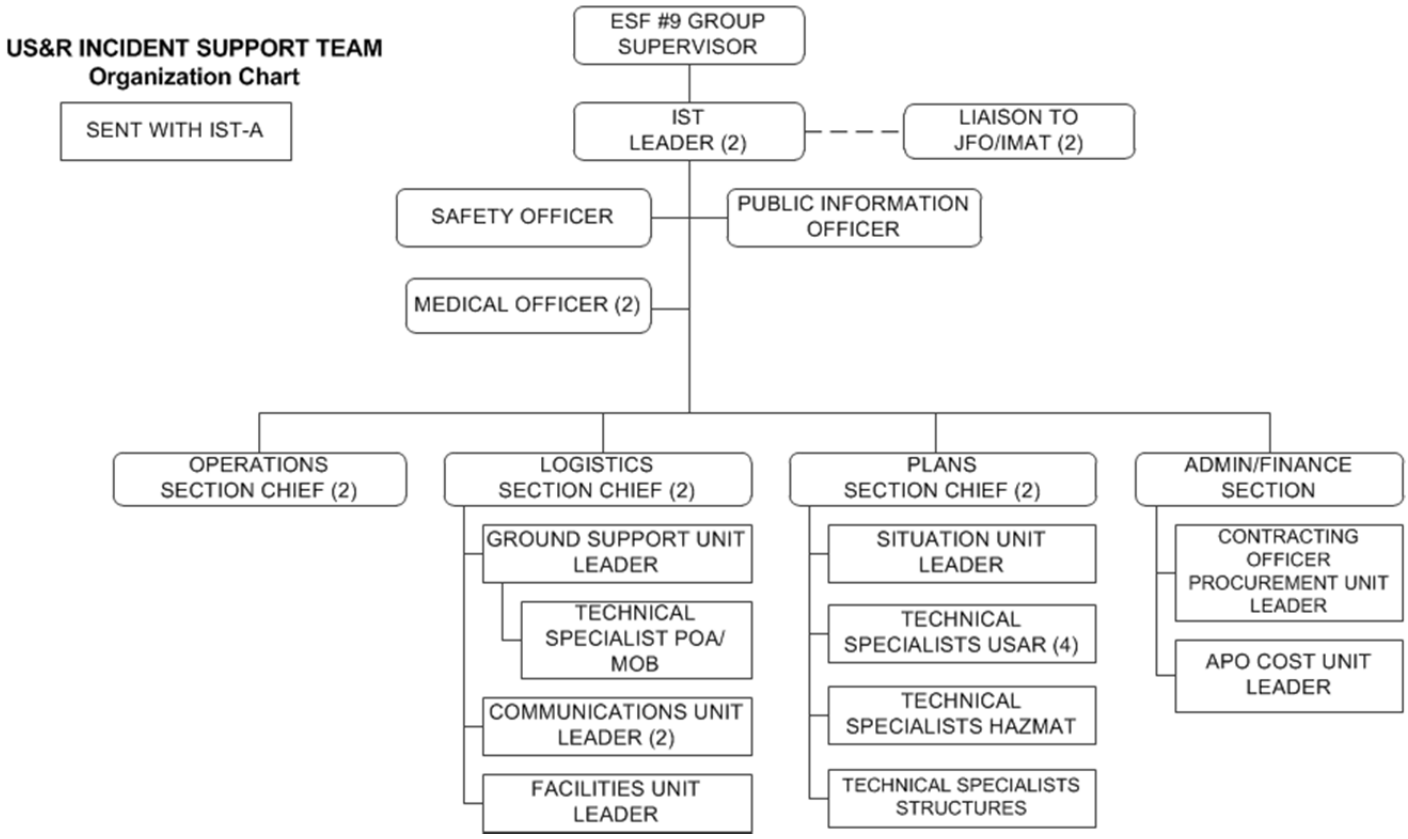

FIGURE VII: Incident Support Team (Initial)

V. Incident Support Team (Expanded)

An IST generally mobilizes with an initial complement of 30 personnel. As the complexity and duration of an event escalates and/or as the duties and responsibilities of the team expand, augmenting sections of the IST may become necessary. Positions may be filled with two or more persons each, depending on the present IST deployed and the need for 24-hour coverage as reflected in an RRCC or IMAT/JFO request. If additional staffing is required, the IST leader will request any necessary personnel through the IST ESF #9 Group Supervisor.

Figure III-4 depicts an example of an expanded IST.

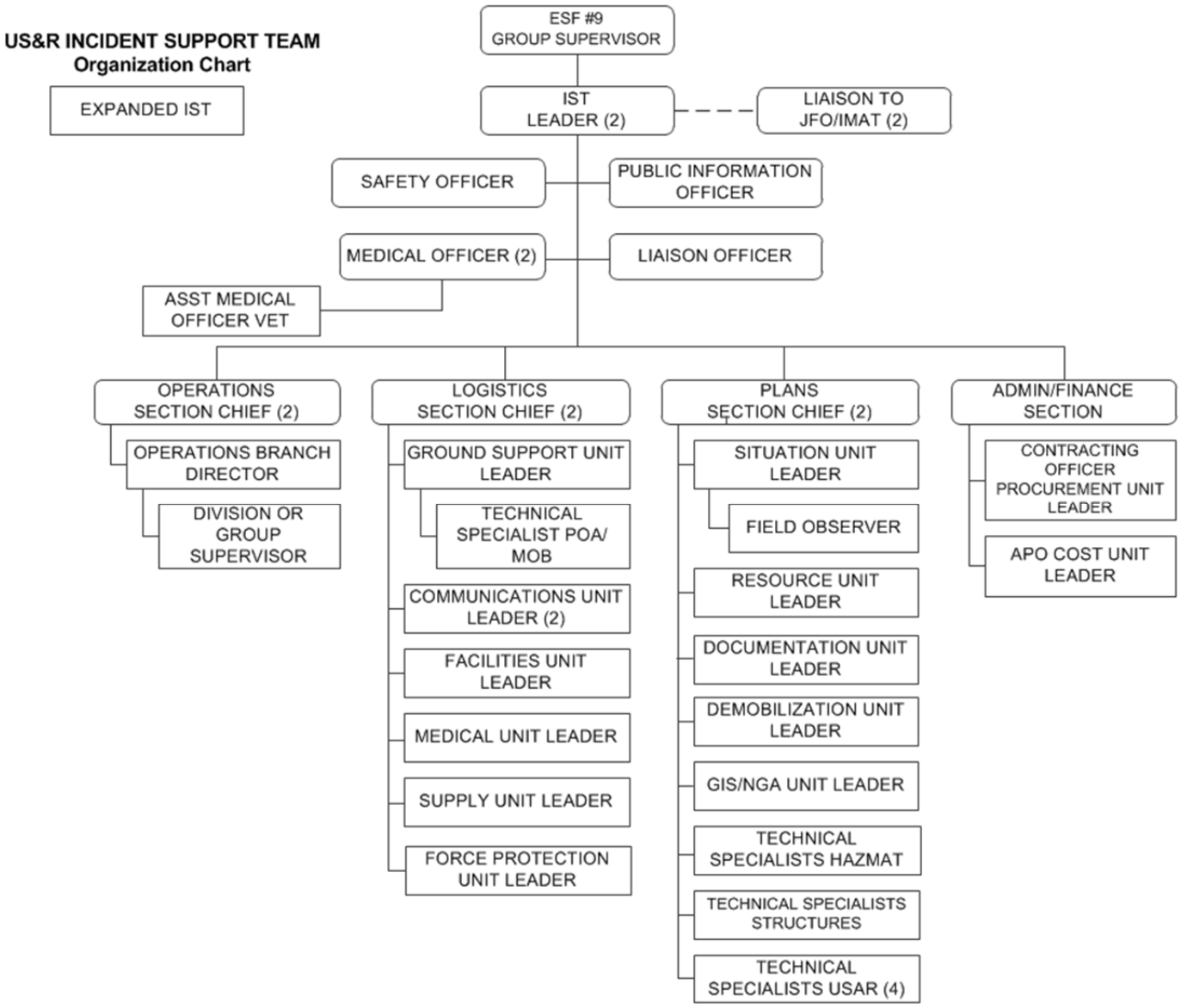

FIGURE VIII: Expanded Incident Support Team

3-6. Task Force Capabilities

The primary purpose of the National US&R Response System is to provide a nationwide, heavy search and rescue and all-hazards response proficiency at the local jurisdiction level that can be Federalized and deployed to incidents requiring assistance.

For task forces to be able to function in this capacity, they must develop and maintain the following capabilities:

- Physical, canine, and electronic search capability
- Rescue operations conducted in a variety of structures including wood frame, steel frame, non-reinforced concrete, and reinforced concrete structures

- 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
- Rescue operations in a hazardous materials contaminated environment
- Heavy equipment operations for rescue efforts
- Water operations to support SAR efforts at water-related events
- Communications within the task force, with the IST, and with the home jurisdiction
- Resource accountability, maintenance, and equipment procurement
- Technical documentation
- Public information management
- Task force management and coordination
- Specialized task force operations
- 24-hour operations in two 12-hour shifts
- Self-sufficiency for 72 hours

In addition to the capabilities listed above, task forces are structured to operate under the following System-approved guidelines:

- Report to the POD within four hours of activation if traveling by ground or at a designated APOE within six hours of activation if traveling by air
- Identify cross-trained personnel
- Utilize standard equipment and training
- Follow standard operating procedures
- Operate under NIMS guidance

3-7. FEMA Task Force Requests

A formal request for Federal assistance involves several stages. When an incident occurs, local and state resources are first deployed by the affected state. If the incident exceeds state and local capabilities, the governor may request Federal resources from the FEMA regional office that has jurisdiction over the affected area. The request is then forwarded to FEMA headquarters. If an incident is of catastrophic proportions, the President of the United States may declare the incident a Federal disaster prior to receiving a formal request from a governor.

Within this framework, state requests for US&R resources will occur through the IMAT/JFO/RRCC. The ESF #9 activation sequence is described earlier in Chapter 1, section 4, “Sequence of ESF #9 Activation.” The US&R Branch will alert and activate the US&R

resources. At the same time, the US&R Branch will activate an IST to deploy to the incident to support any Federal US&R effort at the state and local levels.

In the absence of a state request during, or in anticipation of, a significant event, FEMA may move or pre-stage Federal resources to a designated site in anticipation of receiving a formal request.

3-8. Notification Procedures

Upon notification from an affected state, the FEMA Operations Center (FOC) or the NRCC will notify the US&R Branch leadership of a significant event that may require the deployment of US&R resources. The US&R Branch leadership consults with FEMA senior leadership for approval of US&R response activities and sends out advisories, alerts, or activation orders as necessary. The NRCC advises regional and state points of contact regarding actions taken.

Once a situation has been assessed, FEMA senior leadership will decide whether to activate ESF #9. The US&R Branch will identify the task forces to be activated. Action orders are issued to the appropriate Sponsoring Agency of each task force(s) selected for alert or activation—first verbally, followed by a written action order indicating the effective date and time of alert or activation. The initial situation report, the location where the task force will report, and other pertinent information will be included in the notification. The Sponsoring Agency is responsible for informing the NRCC ESF #9 SAR Unit or the US&R Branch of any restrictions regarding task force availability. When appropriate, the US&R Branch will be responsible for cancelling any alerts or activations upon receiving direction from FEMA senior leadership or upon request from the affected region. In the case of US&R notification and activation, the NRCC ESF #9 SAR Unit will serve as a backup to the US&R Branch staff.

The US&R Branch will coordinate transportation requirements through FEMA's Transportation and Mobilization Coordination Group (T&MCG). The T&MCG will work with ESF #1 (transportation) and the Directorate of Military Support (DOMS) to secure transportation from all available sources. DOMS will provide information regarding the movement of military air transport assets to the task forces' identified APOEs.

3-9. National US&R Response System Task Force Rotation Model

The purpose of the National US&R Response System Task Force Rotation Model is to reduce subjectivity in the selection of task forces during activation. The model does not constitute approval for activation. It enables task forces to know when they are most likely to be activated during a major event. This knowledge should benefit the task force when preparing training and maintenance schedules.

The rotation model is based upon a monthly calendar rotation and divides the task forces into three regions (Western, Central, and Eastern).

During an incident that requires US&R resources, FEMA will initially activate the number of task forces it deems necessary for the event. The first three task forces utilized will be the three operational task forces that are closest to the incident.

If more than three task forces are required, the US&R Branch will refer primarily to the annual Task Force Rotation Model. However, during a response, a situation may arise requiring the US&R Branch to make an exception to this practice and select a task force based on operational requirements rather than on the Rotation Model.

Task forces will be selected according to the Rotation Model as follows:

- After the three closest task forces have been selected and activated, the "1st Rotation" row is reviewed and the next closest task force in that row for the appropriate month is selected for activation, followed by the 2nd closest in the "1st Rotation" row, and finally by the 3rd closest in that row.

- The task forces in each row for the month will be activated in order of proximity to the incident.

- After all the task forces in the "1st Rotation" row have been activated, the US&R Branch will then move to the "2nd Rotation" row and repeat the process.

This protocol balances the immediate needs of the survivors (by activating the closest operational task forces first) with the need to maintain a fair system of activations that will include all task forces.

3-10. Notifications

I. Advisory Notice

When a significant event or disaster occurs or when an event is impending, the US&R Branch may issue an advisory to the System, to FEMA Regional ESF #9 representatives, and to the Federal ESF #9 primary agency partners. The FOC may be used as a backup communication system for the notifications.

Any pertinent information related to an incident, as identified in Figure III-5, should be included in an advisory along with updates, which are to be provided as they become known. The advisory is issued for informational purposes only and does not constitute direction to begin any mobilization activities or incur any expense.

Advisories may also be issued periodically during an incident to inform all task forces in the national system of any mission information updates.

Advisory/Alert	Activation	Demobilization
• Type of event • Location • Magnitude • Weather conditions • Current situation • Determine funding levels (Alert only)	• Type of event • Location • Magnitude • Weather conditions • Current situation • Damage assessment • Determining fund levels • POD • Projected time of lift off • Aircraft information (size/type) • Contact person (call back) • POA • Task force radio frequencies • Mobilization center location • Other resources activated • Anticipated length of mission • Time of official activation • Person initiating activation • Tracking and contact procedures	• Reason for demobilization • Person initiating demobilization • Time of demobilization • Reimbursement information • Personnel and equipment rehabilitation allowances

FIGURE IX: Information Requirements for Advisory, Alert, Activation, and Demobilization

II. Alert Order

If US&R resources are likely to be requested, FEMA may issue an alert order prior to issuing an activation order. The Sponsoring Agency (and/or state as appropriate) of the task force being placed on alert must determine if the task force can be released for Federal service.

All appropriate and pertinent event information that is listed in Figure III-5 should be provided or updated as it becomes known.

The alert order authorizes a specific amount of funds for administrative expenses that the Sponsoring Agency may use to begin planning and to bring together those personnel who are required to prepare for task force activation. The alert order may be issued verbally then followed by written confirmation, generally within the next 12 hours.

III. Activation Order

If an event requires US&R resources, the US&R Branch will select the appropriate task forces to be activated. If time permits, prior to issuing an activation order, the US&R Branch will contact the Sponsoring Agency (and/or state as appropriate) to determine the availability of the task force. Once the appropriate US&R resources have been identified and approved for activation, the US&R Branch or the NRCS will issue an activation order that indicates the date and time of activation and other response-specific information. This order will be issued in writing, if possible, to the task force Sponsoring Agency (and/or state as appropriate). However, an activation order may initially be issued verbally then followed up in writing. The task force, in conjunction with the state (if appropriate), has one hour to accept or decline the activation order upon receipt.

All appropriate and pertinent event information that is listed in Figure III-5 should be provided and updated as it becomes known.

Sponsoring Agencies that accept a mission are expected to field all necessary personnel, equipment, and supplies. Upon accepting an activation order, they are expected to report to their designated POD within four hours, if deploying by ground, or to the identified APOE within six hours, if deploying by air. Generally, the task force will determine the POD if deploying by ground transportation, and FEMA will designate a military or civilian airport as the APOE when deploying by air. From activation until arrival at the POA/Mob center or incident, the task force will be under the control of the NRCC and will provide them with regular situation reports (every two hours if deploying by ground transportation).

FEMA will simultaneously activate and deploy an IST to the incident location in order for the supporting elements to be in place prior to task force arrival. However, a task force may arrive at an incident before any IST support elements are in place and may be required to coordinate directly with the US&R Branch, the IMAT/JFO/RRCC of the affected area, or the local incident commander for support or assignment.

IV. Demobilization Order

If an alert order has been issued, and subsequent information indicates that mobilization of the task force is not warranted, the US&R Branch or the NRCS will issue a written demobilization order to the Sponsoring Agency. FEMA will provide related information regarding the reason for the demobilization.

After activation, demobilization of the task force may occur at any time during the mobilization process as determined by the US&R Branch. A written demobilization order will be issued to the Sponsoring Agency. The order will include the official stand-down time, personnel rehabilitation hours, cache rehabilitation hours, and other information that FEMA deems necessary. Upon demobilization, the IST, in conjunction with the IMAT/JFO, RRCC or the NRCC, will arrange all transportation requirements in coordination with the T&MCG. After departing the incident, a demobilized task force will be under the control of, and will provide regular situation reports to, the NRCC ESF #9 SAR Unit until they arrive at their home jurisdiction.

FEMA will reimburse authorized expenses incurred by the Sponsoring Agency related to activation activities as outlined in Chapter 9: Post-Mission Activities.

3-11. Task Force Allocation

I. Initial Task Force Assignments

When an incident that may require US&R resources occurs, FEMA will review criteria such as type and magnitude of the incident, type of mitigation assistance requested, and deployment guidelines. These criteria will be used to determine the number of task forces

that will be activated for the event. FEMA will then determine which resources to activate based on the following:

- The geographic location of available task forces
- Incident-specific operational requirements
- The annual Task Force Rotation Model
- Task force levels of readiness
- Individual task force transportation requirements,
- Availability of transport aircraft

If utilized, the capabilities of the available mobilization centers may influence the assignment of specific task forces.

Once the task forces are activated and a mission is accepted, the task force will either prepare for ground transportation as described in the Task Force Mobilization Manual or deploy by air, in which case an APOE will be identified. This APOE will probably be pre-designated by DoD. One or more mobilization centers may be identified near the affected areas and could be either military or civilian airports.

If only one state is affected during an incident, the FEMA ESF #9 Group Supervisor assigned to the IST or the IMAT/JFO will coordinate with the state's emergency management officials to determine which task forces should be assigned to affected localities. Task forces in an affected state are considered state resources and are generally not Federalized by FEMA.

If more than one state is impacted prior to the deployment of an IMAT or prior to the establishment of any JFOs, FEMA will determine how to divide US&R resources between the affected states, depending upon needs assessments and priorities of the incident. FEMA will coordinate with each state to determine where resources should be sent.

Once mobilized, deploying task forces will move to their designated location(s). During the move, the task force(s) will contact the NRCC ESF #9 SAR Unit to provide status updates every two hours. When the task force arrives at the affected location, it falls under the coordination of the IST, which reports to the local jurisdiction's IC or representative. The task force receives a strategic assignment through the IST and begins operations under the ICS structure. For more information, refer to Chapter 7: On-Site Operations.

II. Task Force Reassignments

Activated task forces are a Federal resource, under the ultimate direction of FEMA, as established in the NRF. Should it be determined that one or more task force assignments must be changed, the task forces shall be reassigned. This determination will be made by the IST ESF #9 Group Supervisor in conjunction with the state emergency management

officials and/or the IMAT/JFO. The length of a task force's operations, and its ability to sustain continued operations, would dictate whether the task force could be reassigned.

If a local IC and the IST Leader determine that the services of an assigned task force are no longer needed, the IST ESF #9 Group Supervisor, in coordination with the IMAT/JFO and the US&R Branch, will determine whether to reassign the task force to other affected areas or demobilize it.

III. Demobilization of Task Forces

A task force will be demobilized when one of the following three scenarios has occurred, making reassignment unwarranted:

- The task force has completed its assignment
- Incident conditions have changed and the task force is no longer needed
- The task force has been deemed unable to continue operations

This information will be communicated to the local IC through the IST and forwarded by the IST ESF #9 Group Supervisor to the IMAT/JFO/RRCC. The NRCC ESF #9 SAR Unit Leader, with a recommendation from the IMAT/JFO/RRCC in coordination with the state emergency management officials, will initiate a written demobilization order for the task force. Refer to Chapter 8: Task Force Reassignment and Demobilization.

3-12. Procedures for Accepting International US&R Assistance

During a major catastrophic event, foreign US&R teams may be needed to supplement national capabilities. The United Nation's Office for the Coordination of Humanitarian Affairs (OCHA) and the U.S. Department of State have developed protocols for requesting and accepting the support of foreign US&R task forces. The United States, as a signatory, will abide by the protocols described in the International Assistance System and OCHA's International Search and Rescue Advisory Committee guidelines.

I. Operational Procedures for International Requests

Once the state requests US&R resources beyond those that the Federal government is able to provide from domestic resources, and FEMA has determined that foreign US&R teams are required, FEMA will request assistance through USAID/OFDA. An assessment will be made to determine the appropriate number of teams available that best meet the requirements of the identified US&R mission.

II. Integration of International Teams

USAID/OFDA will coordinate the arrival and integration of foreign US&R teams with FEMA. This process will include establishing a designated Reception/Departure Center(s) (RDC) for international team arrivals, assigning interpreters and a FEMA US&R Liaison where needed, and addressing special logistical requirements, such as the need for fuel,

compressed gases, etc. International teams will be assigned to local jurisdictions under the direction of an IST. When assigned to a local jurisdiction, the teams will report to, and work under the direction of, the local IC through the IST.

III. General Considerations

FEMA and USAID/OFDA will debrief the international teams prior to their demobilization and departure through the RDC. FEMA, in conjunction with USAID/OFDA, will be responsible for preparing an after-action report for OCHA on the accomplishments, challenges, and suitability of the international response.

CHAPTER 4: TASK FORCE MOBILIZATION

4-1. Task Force Transportation Requirements

Task forces are capable of providing ground transportation for their own equipment cache. Each task force manages and maintains a vehicle fleet, which includes the following:

- Commercial-type semi-tractor trailers and box trucks capable of transporting an entire US&R equipment cache
- SUV-type vehicles for command and task force operations
- ATVs, forklifts, and trailers for task force support

Task force logistics personnel are trained to prepare, package, palletize, and document the equipment cache for commercial and/or military airlift. Task forces train with their local commercial air cargo carrier and/or military aerial port to facilitate air transportation capabilities for the equipment cache and personnel. Task forces establish agreements or utilize Sponsoring Agency contracts with local bus charter companies and/or rental agencies to coordinate transportation for personnel.

The US&R Branch is responsible for determining the appropriate mode of transportation for all activated task forces. During most activations within the continental United States, the primary mode of transportation for task force personnel and equipment is ground transportation. FEMA coordinates the airlift of task forces to an affected area(s) for responses outside of the continental United States.

DoD is a supporting agency for transportation; however it has been the primary provider of air transportation due to its robust airlift capability. Civilian carriers may provide air transportation, but their capability is limited and civil aviation rules are much more restrictive. Due to commercial aircraft regulations concerning hazardous cargo, multiple aircraft may be required to move a task force. Moving task forces by civilian carrier may also require that caches and pallets be reconfigured for loading into various types of aircraft.

Each FEMA US&R task force has their equipment cache, descriptive data pre-loaded in FEMA's National Aircraft Load Plan Data database. Aircraft load plan data includes the following information:

- Task force name
- Geographic location
- Preferred military and civilian departure airfields
- Number of passengers and canines
- Number of vehicles
- Weight of cargo

The information includes notes indicating that task forces are carrying hazardous cargo and are authorized to transport un-caged canines. A unit line number in the form of an alphanumeric code identifies each task force under FEMA's program identification number (294PJ).

When task forces are transported via airlift, information essential to the task force's deployment is provided by the US&R Branch or NRCC ESF #9 SAR Unit Leader to the T&MCG when the request for deployment is submitted. The T&MCG is co-located with the NRCC and includes representatives from ESF #1 (transportation), DoD, DOT, and FEMA. Some of the information that is necessary to coordinate airlift transportation includes the following:

- A task force POC and telephone number
- Ready-to-load date and time
- Available-to-load date and time
- Earliest and latest arrival date and time
- Required delivery date and time

When task forces are transported by air, transportation to the mobilization center and to the worksite is the responsibility of the IST. If the IST is not co-located or operational, the responsibility will fall to ESF #9 Group at the IMAT/JFO region or the NRCC ESF #9 SAR Unit.

4-2. Task Force Mobilization Guidelines

I. Departure Time Frames

Upon activation, the task force will either depart its POD via ground within four hours of activation or arrive at the APOE within six hours. The task force's Sponsoring Agency is expected to perform the following tasks within this time period:

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

Sponsoring Agencies must meet the targeted timeframe for departure. The inability of a jurisdiction to mobilize its task force within the required timeframe could prevent it from being considered for mobilization.

II. Personnel and Equipment

A predetermined call-out system must be maintained to notify the personnel required to field the task force. A call-down tree or a universal paging system may be implemented to contact necessary personnel. Virtually all task force Sponsoring Agencies use affiliated personnel who are not directly employed by the Sponsoring Agency to fill various positions within their task force. These affiliated personnel must have agreements in place with their respective participating agency or employers that allow them to leave their jobs with little notice for deployment with a task force for up to 14 days. The travel distances of the task force personnel, either to the Sponsoring Agency assembly point or to the task force's assigned POD, must meet the required timeframes in order to deploy with the task force.

Task force mobilization policies and procedures must be pre-established, well-planned, and exercised in order for a task force to accomplish their required mobilization tasks in a short period of time. Task force personnel should have all necessary personal equipment pre-staged or pre-packed and ready for deployment.

At the assembly point, the task force must have a pre-established system in place, which includes the following procedures, to process personnel for an activation:

- Gear inspection and weighing
- Medical screening of deploying personnel and canines
- Personal information checks
- The issuing of equipment

The medical screening must cover the specified criteria adopted by the System for the task force physicians and veterinarians to designate personnel and canines as deployable or non-deployable.

All necessary equipment, tools, and supplies that support the task force should either be cached in one location or stored in other easily accessible locations. A process to quickly assemble all cache items required for deployment should be established. Prior to a mobilization, procedures to procure specific cache items such as water, controlled pharmaceuticals, and batteries must be in place. Procedures that allow for the procurement of these supplies outside of normal business hours must also be established.

Load plans that document where specific items are placed on military aircraft pallets, with pallet weights and cubic feet already calculated, should be in place. Additionally, load plans for ground transport that show similar placement of cache items on over-the-road trucks should also be in place.

Cache load plans must reflect priority loading and unloading of equipment in order to ensure that effective task force operations can begin as soon as a task force arrives at its

assignment. These plans may include equipment for teams in various modular deployment configurations, reconnaissance (recon), or advanced teams.

III. Establishing Points of Contact

Sponsoring Agencies must provide the US&R Branch with a primary point of contact for receiving US&R task force advisories and action orders. This POC must be determined in advance and must be functional 24 hours a day, seven days a week. Most agencies and jurisdictions have emergency dispatch centers that work well for this purpose. A directory of contacts should be established at the local, state, and Federal levels to ensure timely notifications.

Sponsoring Agencies should establish a predetermined routing of action orders from their POC to the Task Force Representative (TFR) who is capable of accepting or declining an action order. The TFR receiving an action order from FEMA should request a POC name and telephone number so a response may be returned to the NRCC ESF #9 SAR Unit or US&R Branch within the required one-hour timeframe.

IV. Task Force Briefing

After accepting a mission, the Sponsoring Agency should assemble all necessary personnel according to the agency's policies and procedures. A formal task force briefing involving all team members should be conducted and should include the following:

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

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

4-3. Point of Departure Activities

Ground transportation during mobilization to a site may require manual handling and loose loading of cache containers or mechanized loading of palletized material. Adherence to the container weight and size limitations ensures overall manageability of the cache.

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

- Assembling and packaging all cache tools, equipment, and supplies (if the items are not maintained as a "stand alone" cache)
- Identifying, procuring, and packaging perishable or short shelf-life items (e.g., batteries, food supplies, water, fuels, etc.)
- Generating an inventory of all cache items as the cache is assembled

While DoD may be responsible for providing air transportation from an APOE to the mobilization center and back, the actual aircraft used may be either military or civilian contract aircraft. While civilian aircraft may need to be manually loaded using lower height cargo holds, military aircraft will require that cache containers and personal equipment be set on the appropriate military aircraft pallets.

I. Identifying Appropriate Contacts

DoD has established a military APOE for each task force. The APOE is usually an airport or military air base located in close proximity to a task force's Sponsoring Agency. Procedures for contacting appropriate officials at the APOE should be established prior to any actual deployment. When a task force accepts an activation order, the TFR or his/her designee should immediately advise the appropriate officials at the APOE of the activation. Updated names and telephone numbers must be made available to organizations involved in the deployment of a task force to ensure the accurate flow of information. The two usual types of APOEs are described below:

- Military Air Bases – The on-duty air base operations officer will generally be the appropriate POC for military air bases. Issues regarding security, air base access, cargo handling areas, task force assembly areas, radio frequencies, etc., should be coordinated through that office.
- Civilian Airports – The airport manager will be the appropriate POC for civilian airports. Airport police or fire personnel may also provide assistance or information during a mobilization. These agencies may handle issues pertaining to airport and hangar access, cargo handling areas, security, task force assembly areas, etc. The Sponsoring Agency must ensure that periodic follow-up contacts are made to keep the POCs informed.

II. Aircraft Loading Procedures

Task force personnel must coordinate closely with military loadmasters to ensure that all elements of their cache are well-organized, properly packaged and labeled, prioritized, loaded, and secured. Certain cache items, such as fuels, oxygen, and compressed air, are considered hazardous materials. These items must be identified to the loadmaster or cargo handlers so they can determine the proper placement of these items in the cargo bay. A manifest of personnel (DD Form 2131) will also be generated. Cache items should be reviewed and pre-certified in order to expedite the loading process. (Refer to the Logistics Handbook.) Training is available for task force Logistics Specialists and other task force personnel involved in the air transportation process and requirements.

III. Load Estimation/Limitations

The following guidelines are in place to control the total task force weight that will be transported:

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

IV. Canine Transport

Canines transported as part of a task force shall be in the aircraft cabin with their handlers. Due to the nature of the trained canine, coupled with the need for the handler to care for and maintain the proper attitude of the canine, they should not be transported in cages.

CHAPTER 5: ARRIVAL AT THE MOBILIZATION CENTER

5-1. Establishment of a Mobilization Center

I. Set Up/Activation Responsibilities

ESF #7 (Resource Support), the General Services Administration (GSA), and the FEMA regional office, in support of the state emergency management agency, are tasked in the NRF with pre-selecting potential mobilization centers when or where possible.

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

If a task force is directed to a mobilization center, the IST POA/MOB Specialist or Ground Support Unit Leader will coordinate or arrange transportation from the POA to this site. The POA may also serve as the mobilization center.

In some cases, the military may designate a military installation, a Defense Coordinating Officer, and integrated resource support for the DoD response effort. This type of installation is known in the military as a Base Support Installation (BSI). It may be located outside of, but within relative proximity to, the disaster area. In addition to providing support in the form of technically qualified personnel and essential equipment and procurement support, the BSI may serve as a staging or mobilization area. US&R personnel encountering the term "BSI" during a response should consider a BSI as a mobilization center.

II. Administrative Support

An IST POA/Mob Specialist should be assigned to the mobilization center to facilitate any administrative needs of the task force. Such needs may include arranging for billeting, sanitation, and food, as well as providing briefings and debriefings, maps, communications, transportation requirements, and a system for re-supply as needed.

5-2. Task Force Reception/Support

I. Mobilization Center

Upon arrival at a mobilization center, the Task Force Leader (TFL) or his designee should notify the NRCC ESF #9 SAR Unit of their arrival and establish contact with the IST POA/Mob Specialist. The TFL should also identify the location of the mobilization center coordination manager and office and report in. If the TFL is unable to locate the appropriate IST representative (who may have not yet arrived), he/she should report to

the mobilization center manager for further instructions. If known, the following information should be obtained from the IST representative or the mobilization center manager:

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

Once a task force receives its assignment and arrives at its assigned jurisdiction, the TFL will be under the supervision of the local IC through the assigned IST. The TFL or the task force Logistics Section Chief will coordinate all task force logistical support requests with the IST. The IST, in conjunction with the local jurisdiction, will determine what re-supply can be obtained locally and which items must be requested through IST ESF #9 Group Supervisor. Task forces should not order equipment or re-supply items on their own unless it is absolutely necessary (e.g. assigned to remote location without IST support). The IST Leader is responsible for routing resource requests and reporting the task force's situation status to the IST ESF #9 Group Supervisor.

II. Task Force Briefing

Once the TFL has received pertinent or updated information, a task force briefing should be conducted to apprise personnel of the following:

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

III. Mobilization Center Support Facilities

As required, the IST POA/Mob Specialist will be the POC for the support facility at the mobilization center that is receiving US&R task forces. The mobilization center should

provide logistical support for the preparation and distribution of food and water and provide sanitation and rest room facilities, shelter, etc., if such facilities are not already available on site. The degree to which these needs will be supported depends upon many variables, including available resources, the number of disaster response resources routed through the mobilization center, etc.

At a minimum, a TFL or his/her designee should ensure that the immediate needs of task force personnel and canines are addressed. In most cases, a task force should only remain in a mobilization center for a relatively short period of time. However, this timeframe can depend on several variables, such as the availability personnel and equipment for cache movement, availability of ground or air transportation to the assigned worksite, and weather conditions. A task force will rarely remain in the mobilization center for an extended period of time requiring longer-term shelter and sleeping accommodations. The TFL and IST POA/Mob Specialist will address any issues as needed.

Large-scale disasters may require that mobilization centers remain in operation for an extended period of time, while various disaster mitigation and restoration resources respond to the affected areas. The TFL should consider that the task force could demobilize and return through the mobilization center at the conclusion of a deployment. Furthermore, the mobilization center may play a part in ongoing operations, such as serving as an intermediate point for the removal of an injured task force member or the support of other disaster response agencies (i.e., ESF #8 (medical), ESF #10 (hazardous materials), and ESF #4 (firefighting).

5-3. Task Force Deployment

It is important that the assignment of the task force to a worksite be made as quickly as possible. Such decisions will be made by the appropriate state emergency management officials of the affected states or by the local incident commander in conjunction with the IST or appropriate ESF #9 officials with the IMAT/JFO. (Refer to "Initial Task Force Assignments" in Chapter 3, section 11 for more information.)

The following duties should be immediate concerns of a POA/Mob Specialist:

- Forwarding specific task force assignments as soon as possible
- Addressing the transfer and movement of all personnel, canine, and equipment cache items
- Establishing the necessary transportation requirements
- Deploying the task force into the affected locality as quickly as possible

Task forces depart the mobilization center to an assignment when a worksite is identified by the IST. Although the preferred route the task force should take would be directly to their assigned worksite, routing a task force through a staging area may be necessary.

CHAPTER 6: STAGING AREA AND INCIDENT ASSIGNMENT

6-1. Staging Areas

A task force may be required to move through a staging area en route to its assignment due to a change in logistical or operational requirements. The IST, in conjunction with the IMAT/JFO, will determine these requirements. The movement of a task force through an intermediate staging area should be conducted as quickly as possible.

6-2. On-Site Assignment

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

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

The TFL and the task force Logistics Specialists must also coordinate the transfer, inventory, and security of all personal and cache items to the location where the task force BoO will be established.

CHAPTER 7: ON-SITE OPERATIONS

Upon arrival at the assigned worksite, a task force should begin operations as soon as possible. The following sections in this chapter address specific issues that should be considered. Although these issues do not necessarily appear in chronological order, they should be addressed at the appropriate time. Depending on the number of personnel assigned to each task force, some of these issues can be handled simultaneously. Figure VII-1 depicts a typical command structure for on-site operations. (Refer to the Task Force Leader Handbook for additional information.)

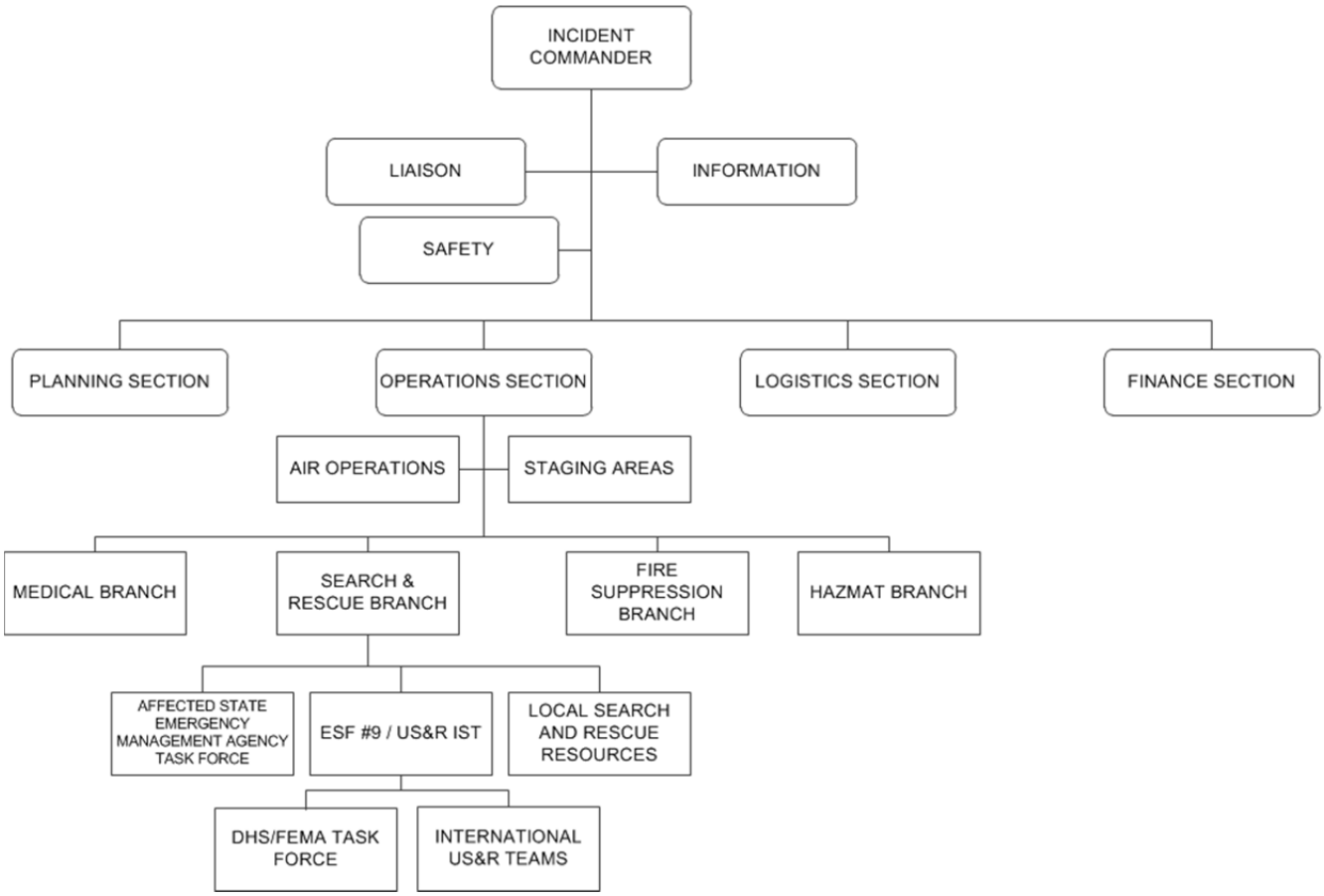

FIGURE X: Typical On-Site Command Structure

7-1. Base of Operations

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

- Proximity to assigned worksites
- Useable structures for shelter and cache set-up

- Safety of useable, adjacent structures
- Sufficient open, level space
- Access to transportation routes
- Safety and security
- Tranquility (facility's quality to accommodate resting off-duty personnel)
- Environmental considerations

The IST leader should consult with the IST Communications Unit Leader, Logistics Section Chief, and their specialists in assessing these features. Likewise, if the task force is selecting the BoO site, the TFL should consult with the task force Logistics Managers, Communications Specialists, Safety Officers, and Logistics Specialists at the task force level. Consideration should be given to sending out an advance team to locate a suitable BoO site prior to the arrival of a task force. Once a BoO has been established, changing locations is extremely difficult. (Refer to the Task Force Leader Handbook and the Logistics Handbook.)

7-2. Equipment Cache Management

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

- The equipment cache has a large footprint. Regardless of whether existing structures or tents are used to shelter all or part of the cache, an area providing sufficient work space must be available. Prior exercise and training in managing and setting up the cache BoO is required.
- The equipment cache list is subdivided into eight separate sections: Communications, HazMat/CBRNE, Logistics, Medical, Planning, Rescue, Technical, and Water Safety. These sections should be color-coded to denote each subdivision. (Refer to the Logistics Handbook.)
- The cache should be inventoried upon setup to determine equipment location, ensure equipment availability, and identify any items that may have been lost or damaged during transit.
- Some tools and equipment may require setup prior to operation, fueling, and a check of operation to ensure readiness.
- When preparing the worksite cache in the BoO, task force Logistics Specialists, in coordination with the rescue team(s), may be required to put together a rapid-deployment equipment pallet. Equipment is usually loaded on a military pallet along with essential rescue or reconnaissance equipment to facilitate immediate task force operations at remote locations. The pallet is designed to be slung from a helicopter and transported quickly to a worksite with a small cadre of personnel. It should be designed to allow the accompanying personnel to begin an immediate

rescue operation, recon a specific area, or perform another specific function. The rapid-deployment pallet should only carry a maximum of 4,000 lbs. and be less than four feet in height to allow for helicopter operations. It should be loaded in priority layers depending on the mission to which it is deployed.

- A computerized accountability system, with a manual back-up system, should be used to track all cache items throughout the course of the assignment or deployment. The tracking system is essential to ensure that equipment or scarce cache resources can be located and shared among other task force elements if necessary. (Refer to the Logistics Handbook.)

7-3. Task Force Command Post

An integral component of the overall task force BoO is the task force command post, which serves as the focal point for all task force operations. A central command area should be established for task force supervisory personnel. This location should also incorporate the planning, safety, and communications functions of the task force.

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

As described in the Communications Handbook, each task force is identified by a distinct designator based on the two-letter state abbreviation followed by the letters "TF" (for task force) and a number. For example, the first task force established in the state of Florida has been designated as FL-TF1 in writing and is verbalized as "Florida Task Force One." An operational task force command post will use its respective designator for radio communications.

7-4. Shelter Requirements

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

- Task force command post
- Communications area
- Cache shelter (for environmentally sensitive supplies and equipment)
- Personnel sleeping quarters
- Food preparation and eating area
- Medical treatment area
- Sanitation facilities

- Canine area

Should the task force supervisors use existing structures, the structural integrity of those structures should be evaluated by the task force Structural Specialist and Safety Officer. It is important to remember that following an earthquake, after-shocks should be expected; and in these situations, future structural integrity must also be considered. If structural integrity and safety prove questionable, tents should be used. In such circumstances, task force supervisory personnel should coordinate with the IST to determine the availability of more substantial shelter. If the task force uses buildings or facilities that are not owned by the Federal government, the IST Facilities Unit Leader or TFL should seek approval and waivers from the local government or owner(s) of the facilities.

7-5. Tactical Assignments and Operations

Issues related to BoO setup and cache management need not delay the beginning of search and rescue operations. Task force staffing should be established to address several actions simultaneously. The task force Planning Team Manager or the Technical Information Specialist must maintain a task force unit log of chronological events. (Refer to the Task Force Leader Handbook.)

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

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

A task force tactical plan that addresses the duration of the initial work cycle for the entire task force should be developed prior to implementing work cycles. The plan should also include other specific objectives for a defined time period. Determination of task force work cycles should take into consideration incident operational periods as established by the local IC. 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 up to 18 hours before requiring rest and rotation cycles. At that point, the task force should begin to implement alternating 12-hour cycles, with half the personnel resting and the other half working. Because experience has shown that the greatest numbers of survivors are rescued early in an incident, utilizing the greatest number of search and rescue resources that can safely be committed early on will

positively impact the rate of success for survivor location and extrication. (Refer to the Rescue Operations Handbook.)

I. Task Force Briefings

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

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

II. Reporting Requirements

A variety of verbal and written reports are necessary during mission operations. The following paragraphs provide an overview of various requirements:

A. Task force planning

Task force supervisory personnel must keep the local IC apprised of all aspects of their operation through the IST. The task force Tactical Action Plan (TAP) includes unit objectives, resource assignments, safety messages, communications, and medical treatment information. This plan is prepared for each operational period. The IST will develop a comprehensive Operational Action Plan (OAP) for the entire operation using information from individual task force plans. Task force supervisory personnel should establish the type and frequency of routine situation reports; however, unusual or safety-related situation reports should be made immediately to the IST or local ICP. (For more information see the Planning Team Handbook.)

B. Task force support

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

Requests for support should be directed to the IST Logistics Section Chief. All re-supply should be conducted through the IST. Normally, task forces will not individually purchase supplies once assigned to an IST. The IST, in conjunction with the local IC, will determine which resources can be obtained locally and which will be ordered through the ESF #9 Group with the IMAT/JFO. In general, if resources are available, local procurement may meet needs more quickly.

7-6. Agency-Specific Communications

The TFL should establish communications with his/her Sponsoring Agency to keep the agency apprised of the task force's status. The TFL must ensure that all information intended for release to the public, relayed home, or transmitted through media open to the general public is approved by a representative from FEMA's Office of External Affairs. Special considerations should be made to communicate emergency messages in either direction.

7-7. Agency Support to Families

Task forces should consider establishing a support system for spouses and loved ones of deployed task force members. The purpose of the support system is to address the needs of those left at home and may include providing assistance with home repairs, assisting with emergency family matters, and dealing with local media.

7-8. Personnel Injuries

If a member suffers an injury, it must be reported to the IST as soon as possible. The injured person should be treated on the scene and, if necessary, transported to a medical facility. Form CA-1, Federal Employee's Notice of Traumatic Injury and Claim for Compensation, must be completed by task force management (or IST management for an IST member). A FEMA US&R Section Chief or the US&R Branch Chief must complete the second page of the form. The CA-1 must be filed within 30 days from the date of the injury to ensure continuation of pay coverage. Refer to the agency MOA for a description of the claims process.

An occupational disease must be reported to task force or IST management as soon as the affected person becomes aware of the condition. Form CA-2, Federal Employee's Notice of Occupational Disease and Claim for Compensation, must be filed. All submissions must include original documents completed in their entirety. Documents should be forwarded to the Employees and Labor Relations Division, Worker's Compensation, FEMA.

CHAPTER 8: TASK FORCE REASSIGNMENT AND DEMOBILIZATION

8-1. Reassignment Considerations

This chapter deals with reassignments that result in a significant change of location of an operating task force's BoO or rescue worksite. A reassignment is a major undertaking as elements of the task force must be repacked, reloaded, and transported to a new site. The change of assignment for a task force still in transit is considered a diversion and is easier to implement than issuing a reassignment once the task force has arrived, is performing operations, and has established a BoO.

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

- Duration of operation already underway and its forecast completion
- Physical and mental condition of task force personnel
- Rest period in response to safety concerns
- Capability of the remaining cache to support continued operation
- Availability of other task forces to handle a newly-identified assignment
- Availability of appropriate transportation

8-2. Reassignment/Demobilization

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

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

The TFL should communicate both reassignment and related demobilization order information back to the Sponsoring Agency. If communication channels are not available to the TFL, the TFL should request that this information be transmitted through the IST. Refer to FEMA US&R Program Directive 2005-020 – Demobilization Allowances &

Reimbursement Guidance – 07-12-05 (or the latest directive) for detailed information on allowable personnel and cache rehabilitation time. Both the authorized personnel and cache rehabilitation time will be identified in the task force's Demobilization Order, FEMA Form 18-002. In the absence of communication with the Sponsoring Agency, the TFL should ensure that verbal or negotiated rehabilitation time matches the demobilization order.

8-3. Equipment Cache Management

All elements of the equipment cache must be inventoried and properly packaged for transport prior to being deployed by FEMA. During deployment, items expended, lost, damaged, or intentionally left for the local jurisdiction must be identified and documented. In some instances, the IST ESF #9 Group Supervisor, contracting officer, or APO on the IST, with approval from FEMA, may authorize transfer of task force equipment to the local jurisdiction. The TFL should ensure that all task force cache items that were expended, damaged, lost, or left for the local jurisdiction are identified on the appropriate FEMA forms:

- FF119-7-1-1: REPORT OF SURVEY LOSS, THEFT, DAMAGE, OR DESTRUCTION
- FF119-7-1-2: REPORT OF TRANSFER REPORT
- FF143-0-1: REQUISITION FOR SUPPLIES, EQUIPMENT, SERVICES, PERSONNEL AND/OR TEAMS

8-4. Cessation of Base of Operations

Reasonable efforts should be made to leave the area where the BoO was located in the same condition in which it was found before the arrival of a task force. Necessary sanitation precautions must be taken when breaking down a BoO in preparation to leave an area. All trash (especially medical and food debris) should either be burned or bagged in trash bags or in approved biohazard waste bags (in the case of medical waste) for future disposal.

8-5. Return to a Mobilization Center

I. Rest and Rehabilitation

While demobilizing, a task force may return to a mobilization center. The TFL, through the IST POA/Mob Specialist, will attempt to locate quarters that all task force personnel can use for rest and rehabilitation. Personnel should be afforded a shower and change of clothes prior to their return to the original POD. If a mobilization center is not available, task force personnel may be required to stand down for a period of time in their BoO or in nearby lodging facilities if they are available.

II. Equipment Review

Prior to demobilization at the task force BoO or mobilization center, the TFL should schedule a time and designate an appropriate area for a review and general inventory of the cache. This inventory should account not only for the tracking and movement of the cache from the incident site to the mobilization center or home location, but should also include information regarding damaged and missing equipment. This information should be captured in written form (see section 8-3 on the preceding page) for the after-action report.

III. Equipment Loading

The equipment cache review should help the Logistics Manager manage the loading of the cache back onto task force vehicles or onto an aircraft for return transportation. All issues related to the original loading of equipment at the beginning of a deployment should be addressed when loading for return to the home location by ground or air transport. When transporting equipment by air, coordination between the task force Logistics Manager and the military loadmaster is essential. Copies of all documentation created during an assignment deployment should be retained for use to develop the after-action report.

IV. Task Force Debriefing

While the task force is still deployed, the TFL should ensure that a task force debriefing is conducted prior to leaving the BoO or the mobilization center. The purpose of this debriefing is to highlight issues and accomplishments of the mission. Lessons learned during the deployment should be noted and discussed. This information should be captured in written form for subsequent development of the after-action report.

Task force supervisory personnel should also assess the well-being of task force members and discuss issues related to incident stress management. All personnel should be afforded the opportunity to discuss issues that cause them discomfort or concern. This initial discussion must be followed up with a full incident stress management debriefing when the task force returns home.

Finally, any injuries or illnesses associated with the mission should be reported to the Medical Team Manager to ensure that proper follow-up medical care is delivered. All documentation in accordance with Chapter 7, section 8 of this manual shall be completed.

CHAPTER 9: POST-MISSION ACTIVITIES

9-1. Return to Point of Departure

Upon return of a task force to its home base, the Sponsoring Agency is responsible for coordinating all issues related to the return of the task force to its operational status. The Logistics/Cache Manager ensures coordination of the cache transfer from the POD to its storage place.

Prior to the task force's return, the Sponsoring Agency should also address other issues related to the return of the task force. These issues may include the following:

- Task force return itinerary
- Media coordination
- Implementation of rehabilitation periods prior to the member's return to normal duties
- Incident stress debriefing for task force members
- Return and rehabilitation of cache equipment to a state of readiness
- After-action critique/report

9-2. Equipment Management and Rehabilitation

FEMA requires that task forces be prepared to deploy within 14 days of return from an assignment. All tools, equipment, and supplies in the task force cache should be evaluated, inventoried, serviced, repackaged, and returned to service as soon as possible. In this regard, the activities described in the following paragraphs should be addressed.

I. Cache Rehabilitation

All tools, equipment, and supplies must be inventoried, inspected, and made operationally ready. Upon departure from an incident, in coordination with the IST, the NRCC ESF #9 SAR Unit will issue a written demobilization order for each task force. This order will indicate the maximum number of approved hours the Sponsoring Agency can submit for reimbursement purposes regarding cache rehabilitation. The IST leader, US&R Branch ESF #9 Group Supervisor and the Task Force Representative or Program Manager will determine the number of approved hours. The number of allowable hours is based on the type of operations conducted, length of deployment, climate factors, and the extent of use of cache items while deployed. The initial allowances range from 240 to 400 hours.

Task force representatives should refer to the most current information found in the Post Mission Demobilization Allowance Standard and Reimbursement Guidance. The amount of allowable hours should be sufficient to return all tools, equipment, and supplies to a state of operational readiness for another assignment. (Refer to the Logistics Handbook.)

If, during the cache rehabilitation process, a determination is made that an insufficient number of hours was authorized in the demobilization order, a request for additional hours must be submitted by email to the US&R Branch Chief. The request should detail the number of additional hours being requested, justification for the request, and an anticipated date that the cache rehabilitation will be completed.

II. Damage/Loss/Repair Assessment

The results of the post-deployment inventory will also be used to develop a damage/loss assessment report. This report will identify any tools, equipment, and supplies that were expended, damaged, or lost during the deployment. The report will also include narratives describing the reasons for any damage or loss that occurred. A cost summary for the replacement of cache items shall also be developed. A completed FEMA Form 119-7-1-1, Property Survey should be submitted to FEMA at the same time that the Standard Form 270, Request for Advance or Reimbursement is submitted requesting reimbursement.

9-3. Personnel Incident Stress Debriefing

The Sponsoring Agency is responsible for scheduling and conducting incident stress debriefing sessions. Debriefings will be scheduled pursuant to need and agency policy. Consideration may also be given to a debriefing session for the families and significant others of deployed task force personnel.

9-4. Post-Mission Operational Debriefing

The Sponsoring Agency should conduct a full debriefing of task force personnel as soon as is practical following a deployment. All task force personnel should be actively involved in a critique at some level. Supervisory and other personnel from the Sponsoring Agency who are involved in program management and mobilization should also attend.

The purpose of a post-mission debriefing is to:

- Identify all accomplishments of the task force;
- Identify any problems encountered;
- Evaluate improvements for future mobilizations and operations;
- Identify lessons learned;
- Identify standards or procedures that should be altered or improved within the System; and
- Provide input for the after-action report.

Any issues identified in the critique should be captured in writing. This information should be incorporated into the task force after-action report that is submitted to FEMA. Information regarding debriefings is outlined in the Task Force Leader Handbook and the Planning Team Handbook.

9-5. After-Action Report

A required after-action report is to be sent to the FEMA US&R Branch, 500 C Street SW, Washington, DC 20472 within 30 days after returning to home base. Task forces may elect to send, or be required to send, an after-action report to their state emergency management agency as well. Reports should be written in a professional manner and follow the format below:

- Executive summary
- Introduction, providing an overview of the assignment
- Chronology of events, including alert, activation, mobilization, on-site operations, reassignment/demobilization, and post-mission activities
- Evaluation of the effectiveness of task force organization, call-out procedures, operating procedures, operational checklists, position descriptions, equipment, and prior training
- Evaluation of mission operations, alert/activation procedures, logistical movement and resupply activities, liaison activities with the IST and other agencies, on-site coordination, effective integration with the local incident management structure, etc.
- Recommendations for changes or corrections within the individual task force
- Recommendations for changes or corrections within the System to enhance future response activities
- Identification of lessons learned

Each task force should employ effective methods for collecting information during a deployment. This information is to be included in the critique and after-action report. Several technical information gathering and tracking systems are available for task force use. Systems employed during a mission should include the following:

- Computerized personnel databases
- Medical records and injury reports
- Chronological records of events from alert to return home
- Task force tactical plans
- Completed ICS forms and logs

The information collected should be easily transferred to the after-action report using the format described above. For more information regarding the after-action report and format, see the Planning Team Handbook.

9-6. Fiscal Accountability and Reimbursement

Beginning with an initial alert or activation, task force Sponsoring Agencies must have a procedure in place to track all costs associated with a deployment. This procedure includes all terms outlined in the task force's MOA with FEMA. Task force reimbursement shall be conducted in accordance with the rules set forth in 44 CFR Part 208, sub-part b, the current version of the US&R Reimbursement Procedures and any other relevant US&R policies or procedures.

9-7. Return to State of Readiness

US&R task forces are expected to return to a state of operational readiness within 14 days of concluding an assignment to ensure the optimal readiness of the National US&R Response System. In cases where a task force may not meet that time frame, the task force shall notify the US&R Branch Chief of their status in writing.

CHAPTER 10: US&R RESPONSE SYSTEM PROGRAM MAINTENANCE

10-1. Mobilization Manual

It is essential that each Sponsoring Agency develop and maintain a mobilization manual outlining all the procedures involved in a deployment. At a minimum, this manual should be updated annually and should include the following information:

- 24-hour POC for task force
- Procedures for the authorization and acceptance of US&R action orders
- Team notification policy and procedures
- Notification and call-out procedure for personnel
- Team POA policy and procedures
- Team APOE with contact information
- Cache management policy and procedures
- Personnel in-processing policy and procedures
- Procedures for appropriating non-stocked items (e.g., medicines, batteries)
- Press and media relations information
- Transportation methods for task force movement
- Alternate transportation options
- Procedures for relief and backfill of task force personnel
- Procedures to fill support positions
- Canine waiver and health certificates

For more information regarding mobilization, see the Task Force Mobilization Handbook.

10-2. Cache Maintenance

The Sponsoring Agency must establish a program to maintain its cache readiness. This program should include the following:

- Annual cache inventories
- Periodic tool and equipment exercises to ensure proper operation
- Rotation periods for items with an anticipated shelf life (i.e., batteries, medicines, etc.)
- Procedures for checking out cache equipment for training, maintenance, etc.
- Procedures for post-deployment and post-training cache rehabilitation
- Procedures for computerized and hard copy inventory updates

- Files of reference materials pertaining to tools and equipment
- Regular maintenance schedules for cache items
- Documentation of maintenance performed

10-3. Training and Exercises

A Sponsoring Agency should establish a program to develop and conduct routine training to ensure the effectiveness of tactical operations and coordination within the task force. Separate maintenance skills training should be addressed to ensure the efficiency of the task force.

Periodic training exercises involving multiple task forces should be conducted to ensure the effectiveness of the National US&R Response System. The focus of these training sessions should be to exercise activation and mobilization procedures and to evaluate the integration of the task forces into simulated disaster situations.

APPENDIX A: ACRONYMS AND ABBREVIATIONS

AHJ	Authority Having Jurisdiction
APOE	Aerial Port of Embarkation
BoO	Base of Operations
BSI	Base Support Installation
CBRNE	Chemical, Biological, Radiological, Nuclear, or Explosive
CONOP	Concept of Operations
DEST	Domestic Emergency Support Team
DHS	Department of Homeland Security
DMAT	Disaster Medical Assistance Team
DOA	Department of Agriculture
DoD	Department of Defense
DOE	Department of Energy
DOI	Department of the Interior
DOJ	Department of Justice
DOL	Department of Labor
DOMS	Directorate of Military Support
DOT	Department of Transportation
EOC	Emergency Operations Center
EPA	Environmental Protection Agency
ESF	Emergency Support Function
FCO	Federal Coordinating Officer
FEMA	Federal Emergency Management Agency
FOC	FEMA Operations Center
FOG	Field Operations Guide
FSARCG	Federal Search and Rescue Coordination Group
GSA	General Services Administration
HHS	Health and Human Services
HSOC	Homeland Security Operations Center
IC	Incident Command(er)
ICP	Incident Command Post
ICS	Incident Command System
IIMG	Interagency Incident Management Group
IMAT	Incident Management Assistance Team
ISB	Incident Support Base
IST	Incident Support Team
JFO	Joint Field Office
MOA	Memorandum of Agreement
NIMS	National Incident Management System
NIRT	Nuclear Incident Response Team
NISM	National Incident Support Manual
NPS	National Park Service
NRCC	National Response Coordination Center

NRCS	National Response Coordination Staff
NRF	National Response Framework
NSP	National Search and Rescue Plan
NSSE	National Special Security Event
OAP	Operational Action Plan
OCHA	United Nation's Office for the Coordination of Humanitarian Affairs
OFDA	Office of Foreign Disaster Assistance
OSHA	Occupational Safety and Health Administration
POA	Point of Arrival
POC	Point of Contact
POD	Point of Departure
RDC	Reception/Departure Center
RRCC	Regional Response Coordination Center
SA	Sponsoring Agency
SAC	Special Agent in Charge
SAC	Sponsoring Agency Chief/Head
SACR-D	Divisional Sponsoring Agency Chief Representative
SAR	Search and Rescue
SEOC	State Emergency Operations Center
SIOC	Strategic Information and Operations Center
T&MCG	Transportation and Mobilization Coordination Group
TAP	Tactical Action Plan
TFL	Task Force Leader
TFR	Task Force Representative
TFR-D	Divisional Task Force Representative
TFR-N	National Task Force Representative
US&R	Urban Search and Rescue
USACE	United States Army Corps of Engineers
USAID	United States Agency for International Development
USCG	United States Coast Guard
USDA	United States Department of Agriculture
USFS	United States Forest Service
USNORTHCOM	United States Northern Command
USPACOM	United States Pacific Command

APPENDIX B: INTERNET RESOURCES

Catastrophic Incident Annex	http://www.uscg.mil/hq/cg5/cg534/nsarc/Catastrophic_Incident_Annex.pdf
Catastrophic Incident SAR Addendum (Version 3.0)	http://www.uscg.mil/hq/cg5/cg534/nsarc/CISAR%20Addendum%20-%20Version%203-0%20%28062112%29%20Final.pdf
Emergency Support Function #9 (February 2011)	http://www.uscg.mil/hq/cg5/cg534/nsarc/NRF-ESF-09%20%28Feb11%29.pdf
FEMA Incident Action Planning Guide (January 2012)	http://www.lrc.fema.gov/em_doctrine_fema_iapguide.html
FEMA Incident Management and Support Keystone (January 2011)	http://www.fema.gov/library/viewRecord.do?id=5917
FEMA National Incident Support Manual (February 2011)	http://www.uscg.mil/hq/cg5/cg534/nsarc/FEMA%20National%20Incident%20Support%20Manual.pdf
Financial Management Support Annex to the NRF	http://www.fema.gov/pdf/emergency/nrf/nrf-support-fin.pdf
Military Support to FEMA US&R CONOP	http://www.uscg.mil/hq/cg5/cg534/SAR_Manuals.asp
National Incident Management System (NIMS)	http://www.fema.gov/pdf/emergency/nims/NIMS_core.pdf
National Interoperability Field Operations Guide (NIFOG) Version 1.4	http://www.dhs.gov/xlibrary/assets/nifog-v1-4-resized-for-pda-viewing.pdf
National Preparedness System (November, 2011)	http://www.fema.gov/pdf/prepared/nps_description.pdf
National Response Framework (January 2008)	http://www.fema.gov/pdf/emergency/nrf/nrf-core.pdf
National Response Framework Overview (January 2008)	http://www.fema.gov/pdf/emergency/nrf/nrf-overview.pdf

National Search and Rescue Plan of the United States – 2007	http://www.uscg.mil/hq/cg5/cg534/manuals/Natl_SAR_Plan%282007%29.pdf
National Urban Search and Rescue Response (SAR) System	http://www.fema.gov/urban-search-rescue
United States National Search and Rescue Committee Interagency Agreement	http://www.uscg.mil/hq/cg5/cg534/nsarc/NSARC_Agreement_2007.pdf

Links To ESF #9 Agencies

Air Force Rescue Coordination Center	http://www.1af.acc.af.mil/units/afrcc/
Department of Defense	
National Search and Rescue Committee	http://www.uscg.mil/hq/cg5/cg534/NSARC.asp
United States Coast Guard	http://www.uscg.mil/hq/cg5/cg534/
United States Department of the Interior	http://www.interior.gov/index.cfm