

## **CHAPTER 4                    OPERATIONS**

### **Highlights of this chapter:**

- ADVANCE TEAM RESPONSE
- SUCCESSION OF COMMAND
- DELEGATION OF AUTHORITY
- RESCUE WORK
- EQUIPMENT CACHE
- TASK FORCE CONTROL
- SHELTER REQUIREMENTS
- CODE OF CONDUCT

## CHAPTER 4: OPERATIONS

### INCIDENT MANAGEMENT TEAM AND ADVANCE TEAM RESPONSIBILITIES

The Governor authorized OR-TF1 activations will receive support from the OSFM Incident Management Team (IMT). OR-TF1 level 2 and 3 activations will also result in an Advance Team mobilization, which will perform reconnaissance and intelligence activities prior to the arrival of the Task Force.

### SUCCESSION OF COMMAND

#### General

All local jurisdictions requesting support from the OR-TF1 Task Force are expected to implement adequate command and control of incident operations prior to a US&R response. Once OR-TF1 resources are activated, the IMT will respond to the incident to support OR-TF1 operations.

The local Incident Commander is expected to provide continuity of command throughout all operations.

### DELEGATION OF AUTHORITY

The OSFM Incident Management Team incident commander is responsible for determining the need for completion of a delegation of authority. Delegation of authority should be completed before deployment of resources mobilized under the Mobilization Plan.

The fire chief or designated authority is responsible for specifying the terms and scope of delegation. Some terms are included in the delegation of authority template (Attach document). Other considerations include:

- Integration of OSFM functions and personnel with an existing incident command structure;
- Roles and responsibilities that the local fire chief wishes to retain;
- How OSFM logistics personnel will assist the jurisdiction with the jurisdiction's responsibilities for logistical support for mobilized resources;
- Responsibilities for situation reports to jurisdiction, fire defense chief, county emergency manager, cooperating agencies, or others;
- Liaison and advisory responsibilities to county emergency management for evacuation planning and actions; and
- Providing information on incident investigation, losses and damages to assist the jurisdiction with its investigation and reporting responsibilities.

### ADVANCE TEAM COMPOSITION AND DUTIES

The function of the Advance Team is to get a few selected members mobilized within 30 minutes of notice to arrive in advance of the rest of the team. This facilitates determining the rescue problems so that later arriving team members can be put to work efficiently. Advance Teams will be comprised of members from different jurisdictions and set up on a rotating schedule. Advance Team members may assemble and travel together if time permits, or may individually respond to the incident location. A normal Advance Team will consist of the following positions and responsibilities: **TASK FORCE LEADER (TFL)** The Task Force Leader will respond as part of the Advance Team and meet with the Incident Commander or Operations Chief at the incident for an initial briefing. This briefing will include:

- The Local IC's incident goals and objectives and on what the expectations are for OR-TF1.
- The number and type of local resources deployed on scene and which of those local resources will be available to support OR-TF1 operations.
- The communication frequencies/ communications plan being used. The TFL will obtain a portable radio from the local agency.

In turn, the TFL will inform IC what the capabilities of the OR-TF1 team, the time frame for assembling the rest of the team and what the Task Force objectives will be. The TFL shall request for the IC to arrange for scene security, and security for the cache and Base of Operations. The TFL will request through IC to mark off an area for the Base of Operations.

If the IMT has not arrived on scene, it will be the TFL's responsibility to coordinate with the local IC to determine the command structure and to determine where the OR-TF1 Task Force will be in the structure. It is important to confirm that there is a possibility of victims and that OR-TF1 is not to be committed for use as a "manpower pool" to augment local resources.

If the IMT has arrived at the incident, the TFL will brief the IC and Operations Section Chief (OSC) on the initial assessment and capabilities of the Task Force. The TFL will request for a regional HazMat team response, if needed. The TFL will make a determination about the need for additional state or federal US&R resources and co-ordinate with OSC for all resource ordering.

#### **OR-TF1 SAFETY OFFICER (OR-TF1 SO)**

The OR-TF1 Safety Officer will meet with the incident Safety Officer to receive a briefing of hazards and special considerations. The OR-TF1 SO will receive a list of operating frequencies for the incident.

The OR-TF1 SO will confer with the TFL about goals and objectives of the mission and relay information regarding safety hazards and/or the need for Hazmat personnel.

The OR-TF1 SO will be part of the structure triage and recon teams after meeting with the incident Safety Officer and the TFL. After recon, the OR-TF1 SO will determine the level of PPE and communicate this to the TFL.

The OR-TF1 SO is responsible for overseeing all aspects of health and safety pertaining to task force personnel during a deployment, including accountability.

#### **SEARCH TEAM MANAGER (STM)**

Rescue Team Manager may perform this function until Technical Search training has been provided for OR OR-TF1. The Search Team Manager will be responsible for managing and coordinating the search for victims. The Search Team Manager will request building plans, tenant lists, etc. and interview occupants as to possible number and location of victims. Consideration shall be made for establishing a Victim Location Unit depending on the scale of the incident. This may be assigned to Law Enforcement personnel.

The STM may be part of the structure triage team, and shall be part of the reconnaissance team.

- The STM will notify the Logistics Manager of search equipment needed.
- The STM shall be responsible for search assessment marking, victim location marking, and making a rough sketch of access points and possible victim locations. The STM will report back to the TFL regarding the results of the search.

### **LOGISTICS MANAGER (LM)**

Upon activation, the LM will receive a briefing from the TFL and will determine the location of the POD.

The Logistics Manager will coordinate with the OR-TF1 Safety Officer to determine the best location for the cache trailer(s) and Base of Operations (BoO), and make arrangements to mark off these locations for subsequent arrival of team members and cache trailer(s).

Considerations for the BoO are:

- Sufficient space for cache trailer and support shelters
- Good access to transportation routes and work area,
- Access to water, restrooms
- Useable structures, safety and security

The request for reserving space for the BoO will be made to IC through the TFL

The LM shall attempt to determine the type and amount of specialized rescue equipment present on scene. A local liaison shall be assigned by IC to assist the LM and provide a local resource list or aid in the process of establishing a local resource list. This request will be made by the TFL to the local IC.

Based on on-site equipment, and responding OR-TF1 equipment, the LM shall determine if additional tools, heavy equipment, etc will be needed, and provide a list to the TFL, and possible sources.

The Logistics Manager may function as part of a Structure Triage team, or Reconnaissance Team as needed.

### **STRUCTURE TRIAGE AND RECONNAISSANCE FOR ADVANCE TEAM**

Two possibilities will generally be present to the Advance Team:

Local emergency responders have done a sufficient size-up and have identified search and rescue possibilities. The location and identification of the involved structures and victims is known.

Information provided by local sources should be reviewed for validity. If their information is deemed reliable, little additional recon work will be required beyond marking the building(s) and victim locations.

Little or no recon information is available from local responders. The Advance Team may be faced with multiple structures in a geographical area with little idea where to concentrate their efforts. In this scenario, **Structure Triage** and **Reconnaissance** are crucial to narrow the scope and determine how to prioritize and maximize efforts.

**STRUCTURE TRIAGE**

A Structure Triage assessment will be performed if multiple building or locations are involved. The Structure Triage Form in Appendix E will be used. Categories to be scored include:

- Total number of potentially trapped victims
- Condition of voids
- Time required to access victims
- Chance of additional collapse
- Special occupancy information, etc.

Determine the structure type to better assess types of failure, hazards, survival voids etc. If possible obtain building plans, or draw a crude plan on site.

Marking of the buildings will be done in accordance with Appendix A. Whenever possible the Structure Triage team should include a Structural Specialist.

There will be some buildings that will have significant hazards such that nothing can be done until said hazards are mitigated. Examples would include:

- Building on fire,
- Collapse hazard,
- HAZMAT release.

These will be given a “**NO GO**” status until the hazard(s) are taken care of. Structure Triage is intended to be a rapid process, and should be re-evaluated if additional information becomes available.

The Structure Triage team has the responsibility of clearly identifying every structure in the geographic area. The building numbering and marking system, and Structure/ Hazard marking system is in Appendix A.

Such identification and marking is crucial to assist both in the specific on-going search, as well as post disaster documentation of specific events at the site.

From this triage, an analysis will be formed which will assist in prioritizing work sites, assigning resources, developing an Incident Action Plan, and commencing rescue operations if appropriate.

**RECONNAISSANCE**

At the conclusion of the rapid structural triage, a recon team should be used to evaluate areas/structures for victims using the priorities established. Search markings should be made at this time and prior to the initiation of rescue efforts. Search assessment and victim location marking methods are found in Appendix A. Every effort should be made to determine from witnesses and occupants the probable location and number of victims.

Building plans, tenant directories, and other documents that will yield information on possible victim location(s) should be secured. On a large scale incident, this function may be designated as the Victim Location Unit, and may be assigned to law enforcement personnel. The information gathered from Recon, including sketches will be relayed to the Task Force Leader. This information will be the basis for assignments made to the Rescue Company(s)

**RESCUE WORK****PHASES OF RESCUE OPERATIONS**

There are generally five phases of rescue operations at collapse incidents:

- Phase One      Assessment of the area, control utilities and crowd, location of obvious victims, evaluation of building stability.
- Phase Two      Safe and rapid removal of surface victims
- Phase Three    Search of accessible voids and spaces for victims
- Phase Four     Selective debris removal
- Phase Five     Complete debris removal

Phase one through three may be completed before our arrival. It is important to take firm control of the site in a rapid and safe manner to ensure safety for civilians and effective operations for the rescue company(s). These activities may occur simultaneously with Structure Triage and Search Assessment if manpower permits, and shall include such activities as:

- Shut down of all utilities
- Establish a collapse hazard (hot) zone
- Establish the rescue work zone
- Remove bystanders from work zone and collapse hazard zone
- Organize and prepare needed equipment

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

- Hazard assessment and mitigation could include removing trip hazards, boards with exposed nails, shutting off utilities, etc.
- A collapse hazard zone (hot zone) should be established and clearly defined along with the operational work area.
- All bystanders should be excluded from the operational work area.

An equipment assembly area and cutting workstation should be organized at an advantageous location. A collapse hazard zone is established for the purpose of controlling all access to the immediate area of the collapse that could be impacted by further building collapse, falling debris, or other dangers.

The only individuals allowed within this area are authorized personnel involved in search or extrication of victims. The collapse hazard zone will be identified by an X-type cordon of flagging or rope (crisscrossed) as outlined in – Structural Triage, Assessment, and Marking.

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

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

A standardized emergency audible signal system shall be instituted. Using an apparatus or hand held air horn the appropriate signals are as follows:

<b>Cease Operations/All Quiet</b>	<b>1</b>	<b>Radio Command</b>
<b>Evacuate the Area</b>	<b>3</b>	<b>Short Blast (1 second each)</b>
<b>Resume Operations</b>	<b>1</b>	<b>Radio Command</b>

#### **HAZARDOUS MATERIAL ASSESSMENT AND MONITORING**

The TFL and OR-TF1 SO will make a determination about the presence or suspected presence of hazardous materials at the scene. If there is a need for a hazardous materials team to be present on site, the request will be made by the TFL through the on scene Incident Commander.

Hazmat team members will be responsible for identification, mitigation, and on-going monitoring of problem areas. No hazmat personnel will be sent into an area deemed unsafe for their operation.

#### **TASK FORCE ARRIVAL AT THE DISASTER AREA**

Prior to TF arrival, the Rescue Team Manager shall contact the TFL to inform them of the ETA and request instructions. Upon arrival, the TFL will determine if the Task Force will proceed to the staging area or will immediately report to the Incident Command Post for briefing. Once briefed, the resources will be assigned to the incident and rescue operations should begin as soon as possible.

Once the Base of Operations (BoO) location has been determined it may be deemed necessary to assign some task Force members to the cache trailer and to establish the BoO, while others begin their assigned rescue tasks. The following issues must be considered.

#### **STAGING AREA**

The task force may be required to move through a staging area to the work assignment, but typically they will report to the incident as directed by the Advance Team.

**TASK FORCE BRIEFING**

On arrival at the disaster area, the task force should contact the Task Force Leader for a briefing. At a minimum, the following information should be identified:

- Incident briefing/situation report/safety details and assigned work area(s)
- Task force objectives
- Tactical assignments
- Shift assignments and rotations
- Evacuation procedures for task force personnel
- Location to set up cache trailer and Base of Operations
- Mobilization center if present; food, water, rest rooms, support facilities
- Availability of maps for assigned jurisdiction
- Availability of medical treatment for task force personnel
- Communications plan, frequencies and radio designations
- Length of operational period and rotation schedule
- Task Force security issues

**BASE OF OPERATIONS**

Selection of a BoO is one of the most important decisions made during deployment. The specific location may be predetermined by the local authority in conjunction with the Advance Team (AT) prior to the arrival of the task force. If the site has not been identified prior to arrival of the task force, the TFL and Logistics Manager must identify an appropriate site. The following factors should be considered:

- Close proximity to the rescue work sites
- Useable structures for shelter and cache set-up
- Access to support facilities, water, restrooms, etc
- Access to telephone and fax service
- Safety of useable, adjacent structures
- Sufficient open, level space for the cache trailer and support shelters
- Access to transportation routes
- Safety and security
- Environmental considerations

The TFL should consult with task force team managers, safety officers and logistics staff. The request to locate the BoO shall be made to the IC through the TFL. Once a BoO has been established, it is difficult to change its location.

**TACTICAL ASSIGNMENTS AND OPERATION**

The TFL should receive a briefing of the tactical assignment as soon as possible which will then be passed on to task force personnel. Task force personnel should begin search and rescue operations as quickly as practical. This may require structure triage teams to perform quick assessments of the assigned area and reconnaissance teams to evaluate each building deemed viable for rescue operations.

If Structure Triage and Reconnaissance have not been performed by the Advance Team, these missions will be assigned by the TFL to task force members. All information obtained from search and reconnaissance missions should be forwarded to the Command Post in a timely manner for use in incident action planning and rescue prioritization.

Issues related to BoO set up and cache management should not preclude the beginning of search and rescue operations. Task force staffing should be established to address several actions simultaneously. The OSFM IMT or TFL must maintain an accurate log of events.

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

A Task Force Action Plan should be developed regarding the duration of the initial work cycle for the total task force prior to implementing work cycles along with other specific objectives for a defined time period. The total task force strength can be used in the initial stages of operation. Depending on a variety of factors, all personnel can be committed to initial operations for an extended period of possibly up to 18 hours before requiring rest and rotation cycles. At that point, the task force would begin alternating in 12-hour cycles, with half the personnel resting and half working.

### **EQUIPMENT CACHE**

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

- In addition to the cache trailer, existing structures or tents may be necessary to stage equipment and provide preparation, maintenance and repair space.
- The equipment cache should be inventoried as soon as possible to ensure availability and to identify any items lost or damaged during transit.
- Some tools and equipment require set up, fueling and an operational check to ensure readiness. Equipment should be prepared for immediate use.

When setting up the on-site cache in the BoO, task forces should use a rapid deployment checklist. This is a list of essential rescue or search and reconnaissance equipment to allow for immediate operations. It is designed to allow personnel to begin an immediate rescue operation, recon a specific area or perform another specific function.

An accountability system should be used for tracking of cache items throughout the mission. The tracking system is essential to ensure that scarce cache resources can be located and shared.

### **SHELTER REQUIREMENTS**

Options for task force shelter include; use existing structures, use tents carried in the task force cache, use vehicles, or utilize a combination. In any case, the following shelter requirements should be addressed:

- TFCC (initially in the forward area of the cache trailer)
- Cache Trailer (for environmentally sensitive supplies and equipment)
- Personnel sleeping quarters
- Food preparation area
- Medical treatment
- Sanitation facilities

If task force supervisors opt to use existing structures, structural integrity must be assured. After-shocks should be expected after significant earthquakes. If structural integrity and safety are questionable, cache tents may be used. However, long term use of tents is detrimental to personnel and equipment in weather extremes. Task force personnel should assess the availability of more substantial shelter.

#### **CODE OF CONDUCT/ PROFESSIONAL APPEARANCE**

Any mobilization of an OR-TF1 task force requires the utmost professionalism of team members. It is expected that members will act and appear professional in appearance throughout the length of the team's mobilization. It is the local TFL's responsibility to establish appropriate PPE for personnel responding with the task force. All team members shall ensure that (their) assigned gear is in good order. (*See PPE requirements outlined the State Fire Service Mobilization Plan*).

Conduct-Team personnel are expected to be in good fitness for duty. While on deployment, they shall remain in a ready state while awaiting orders or assignment. Members shall not be under the influence of alcohol, ability limiting medications, or illegal drugs within 8 hours of being mobilized throughout the deployment. No firearms are allowed on deployments. Remember that the individual member's actions and attitudes reflect on the State US&R Team as a whole.

#### **PPE REQUIREMENT**

Clothing steel toe and shank, 8" high leather boots shall be worn that are issued by member's departments. Pants and long sleeves are required. Helmet, hearing, and eye protection provided by state team cache resources shall be used when appropriate in operational areas. Outer layers shall be approved gear provided by team member's own agency. It is expected that each team member maintains safety gear and uniform in a good, working condition. Team members will not be reimbursed for damage to any non-departmental equipment brought on deployment.

#### **STATE ISSUED**

- (1) Short-sleeved T-Shirt
- (1) long-Sleeved T-Shirt
- (1) BDU Jacket
- (1) Carhartt Jacket
- (1) Ballcap
- (1) Watch Cap

#### **AGENCY ISSUED**

Eye Protection

Ear Protection

OSHA approved helmet

Respiratory shall include:

- (1) SCBA per person to a max of four per agency
- (1) SABA per person to a max of four for agency.
- (1) Air cart and hoses per agency
- (1) APR per person