IV. THE JOB

A. CACHE ACQUISITION AND SUPPLY SOURCES

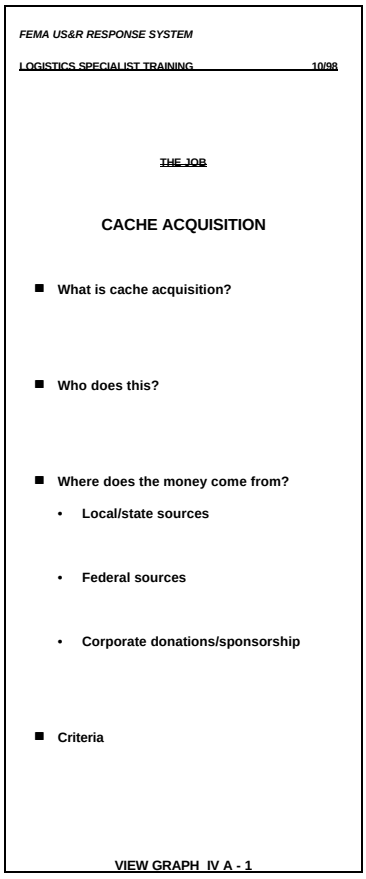
Introduction

- What is cache acquisition?
  - Obtaining of equipment required to support an operational task force.

- Who does this?
  - Usually the logistician with input and guidance from the Task Force Leader and other team managers.

- Where does the money come from?
  - Local/state sources — the initial money output or commitment comes from the local or state sponsoring agency. Once a task force is activated or a grant is approved, FEMA will advise the sponsoring agency of the approved monetary expenditure for the activation or grant. This does not include personnel cost on an activation. Activation orders tell the sponsoring agency what dollar amount may be spent to equip the Task Force to fulfill any cache deficiencies. It is very important to meet with your purchasing authority and ensure that they understand how the system works, and establish purchasing policies and procedures. It is also important to determine who on the Task Force has the authority to purchase needed equipment.

  - Federal sources — FEMA is the federal agency responsible for funding of the US&R program. The funding of this program comes from several areas. The first area is a line-item budget for the program which was approved by Congress. The budget provides money for direct task force support (equipment, maintenance, training) in the form of grants. Money for program support activities is to include training and program development and alerts/activations. Should a disaster occur, money is available through the President's Disaster Relief Fund, and Emergency Funding Legislation passed by Congress. Once a sponsoring agency receives federal funding, it is important for that agency to send FEMA the bill for all purchases associated with the activation/grant so that the sponsoring agency can be repaid promptly.



IV. THE JOB
A. CACHE ACQUISITION AND SUPPLY SOURCES

Introduction (continued)

- Corporate donations/sponsorship — develop a partnership with local corporations for donations of monies, products, services, facilities, or technical expertise. This can be done through signed contractual agreements (for example, a Trust Agency Account) developed by you and your sponsoring agency, or by creating a non-profit corporation (for example, Friends of Colorado) which would allow for such donations.

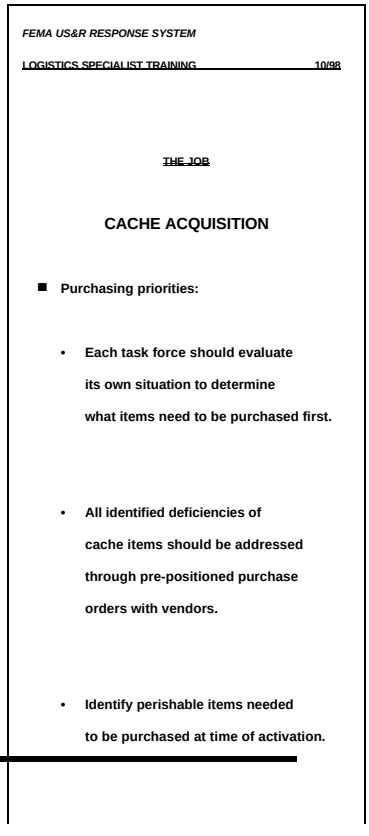
■ Criteria:
- What gets purchased — Federal funding can only be used to purchase items on the **approved cache list.** Local/State funding, corporate donations, or approved excess property may be from outside the approved cache list.

Purchasing Priorities

■ Each task force should evaluate its own situation to determine what items need to be purchased first. If grant money is available, a task force may want to prioritize what items would be most important in order to get out the door within the appropriate time frame. An example might be that a task force would want to expend its first grant monies on rescue equipment not carried on departmental apparatus, followed by the purchase of protective equipment and shelters.

■ All identified deficiencies of cache items should be addressed through pre-positioned purchase orders with vendors. This usually allows the vendors to have the items in stock, or located for quick delivery.

■ Identify perishable items needed to be purchased at time of activation. Vendors need to be established for these items who are reachable 24 hours a day. Also it may be possible to establish a rotation policy with a vendor on some perishable items such as film, batteries, and medications.


FEMA US&R RESPONSE SYSTEM
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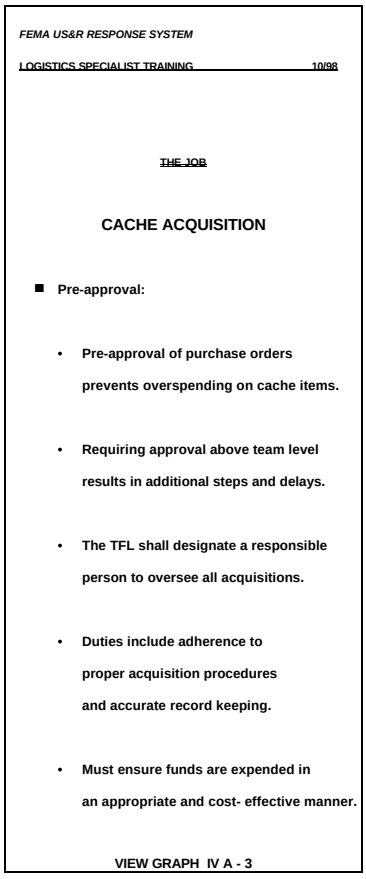
THE JOB
CACHE ACQUISITION
■ Purchasing priorities:
• Each task force should evaluate its own situation to determine what items need to be purchased first.
• All identified deficiencies of cache items should be addressed through pre-positioned purchase orders with vendors.
• Identify perishable items needed to be purchased at time of activation.

IV. THE JOB
A. CACHE ACQUISITION AND SUPPLY SOURCES

Pre-approval of Purchase Orders

- The purpose of requiring pre-approval of purchase orders is to prevent overspending on listed cache items and other excesses.

- Requiring approval above team level will result in additional steps and delays to an already cumbersome procurement process. Approval of purchases is best addressed by a designated individual from within the team. Adherence to the approved Equipment List already constitutes pre-approval by FEMA. Failure of this individual to properly interpret this list should result in the denial of reimbursement requests. The issue of accountability and overspending should be addressed by stating the following when describing the Logistics Specialist's duties:
  - The Task Force Leader shall designate a responsible person whose duty it shall be to oversee and approve all acquisitions. Prior to processing, all purchases are to be reviewed by this individual for content, applicability to the current approved Equipment List, correct quantity and appropriate dollar amount. He/she shall receive pre-approval from FEMA to purchase any item not on the Equipment List or to deviate from listed quantities.
  - His/her duties shall further include adherence to proper acquisition procedures and the maintenance of accurate record keeping. All questions regarding purchases, acquisitions, etc. of cache equipment shall be directed to this individual. He/she will be the contact for any and all requests for information regarding procurement and will assist in any audits (Federal or local) as required.
  - It is his/her duty to ensure that all task force funds are expended in an appropriate and cost- effective manner. This individual must approach his duties with the knowledge that inappropriate spending will result in, at minimum, disapproval of reimbursement requests. The intent is proper, fair and equitable distribution of program funds.



IV. THE JOB
A. CACHE ACQUISITION AND SUPPLY SOURCES

FEDERAL SUPPLY SOURCES

Federal Supply Service

- FEMA has developed an agreement through the General Services Administration to enable task forces to order equipment and supplies that are available through the GSA Federal Supply Service.
- This allows task forces to order those items listed in the FEMA US&R Response System Task Force Equipment Cache List from the GSA catalog.
- GSA Federal Supply Service is working with FEMA personnel and other US&R technical specialists to identify those items carried in the GSA system that appears on the equipment cache list.
- This will facilitate resupply of task forces at the disaster site.
- GSA is also working to identify potential supply sources for those unique items on the cache equipment list, not currently in their supply system.

Commercial Supply Sources

- Cache items can be obtained through various vendors both locally and nationally. These vendors include national tool suppliers like Hilti, Grainger, and Milwaukee, and local vendors. Specialty items like rescue tools, technical search and medical equipment are usually found through national vendors who specifically deal with these items.
- It can also be very useful to contact other task forces who have already purchased items and might have suggestions or comments about brands they have bought or vendors with whom they have dealt.

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THE JOB

CACHE ACQUISITION

- **Federal Supply Service**
  - **FEMA has developed an agreement to order equipment through GSA.**
  - **Listed in the Task Force Equipment Cache List from the GSA catalog.**
  - **GSA is to identify those items carried in the GSA system.**
  - **This will facilitate resupply of task forces at the disaster site.**
  - **GSA is also working to identify potential supply sources for unique items.**

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VIEW GRAPH IV A - 4

THE JOB

CACHE ACQUISITION

- **Commercial supply sources:**
  - **Cache items can be obtained through various vendors both locally and nationally.**
  - **Specialty items are usually found through national vendors who specifically deal with these items.**
  - **Contact other task forces who have already purchased items for suggestions about brands they have bought or vendors with whom they have dealt.**

IV. THE JOB
A. CACHE ACQUISITION AND SUPPLY SOURCES

FEDERAL SUPPLY SOURCES

Excess Property

- The federal government routinely releases equipment and supplies no longer needed by the owning organization to other federal entities for use at no cost, other than shipping. **This is termed excess property.**

- There are certain requirements with regard to obtaining excess property. The recipient federal agency (program) must maintain an accountability system, reporting damage or destruction of non-expendable property to GSA on an annual basis.

- FEMA worked with DRMS to get the task forces access to excess property on the basis that the task forces are fulfilling a federally mandated mission as "contractors", and as such should be eligible to obtain property excess to other federal entities. This access would be limited to those items specified on the cache list.

Surplus Property

- Surplus property indicates that equipment and supplies have gone through the excess property system and that no federal agency has acquired these items. This equipment is assigned a condition class and must be closely screened for practicality and usability by the requestor.

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THE JOB

CACHE ACQUISITION

- **Excess Property**
  - **The government releases equipment and supplies no longer needed. This is termed excess property.**
  - **There are certain requirements with regard to obtaining excess property.**
  - **FEMA has worked with DRMS to get the task forces access to excess property.**

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THE JOB
VIEW GRAPH IV A - 6

CACHE ACQUISITION

- **Surplus Property**
  - **Surplus property indicates that equipment and supplies have gone through the excess property system and that no federal agency has acquired these items. .**
  - **Task forces can also access the federal surplus property through their state surplus donations program. There is an administrative charge by the state for acquiring items that is based on the value of each item.**

IV. THE JOB
A. CACHE ACQUISITION AND SUPPLY SOURCES

FEDERAL SUPPLY SOURCES

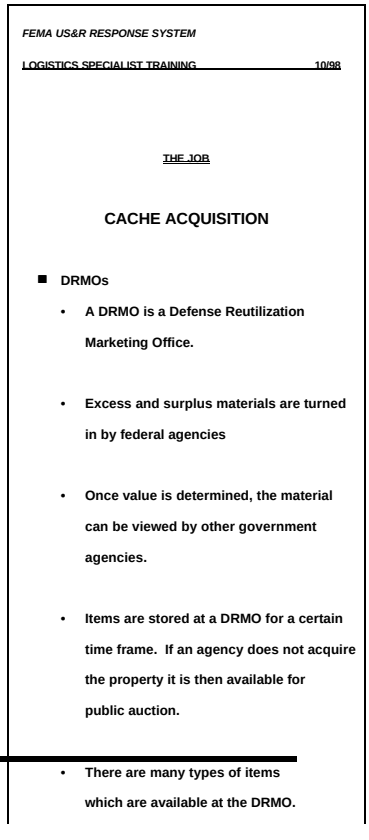
Surplus Property (continued)

- Task forces can also access the federal surplus property through their state surplus donations program. There is an administrative charge by the state for acquiring items that is based on the value of each item.

DRMOs

- A DRMO is a Defense Reutilization Marketing Office. These offices are usually located on or near military compounds. Excess and surplus materials are turned in by federal agencies, these materials come into the DRMO to be screened and evaluated for their worth. Once the value of the material is determined, the material can be viewed by other government agencies to see if it could be reused by them. Agencies finding usable or wanted items can have those items, accountability transferred to that agency, whereupon it becomes property of that agency. Items are only stored at a DRMO for a certain time frame. If a government agency does not acquire the property it is then made available for public auction.

- There are many types of items which are available at the DRMO. The only way to know what is there is to go and screen the items on hand. Examples of available items include vehicles, trailers, forklifts, tents, and many other useful items. There are guidelines and procedures in place as to how the excess/surplus property is to be obtained through the FEMA US&R task forces.



IV. THE JOB
A. CACHE ACQUISITION AND SUPPLY SOURCES

OTHER SOURCES

Local Government

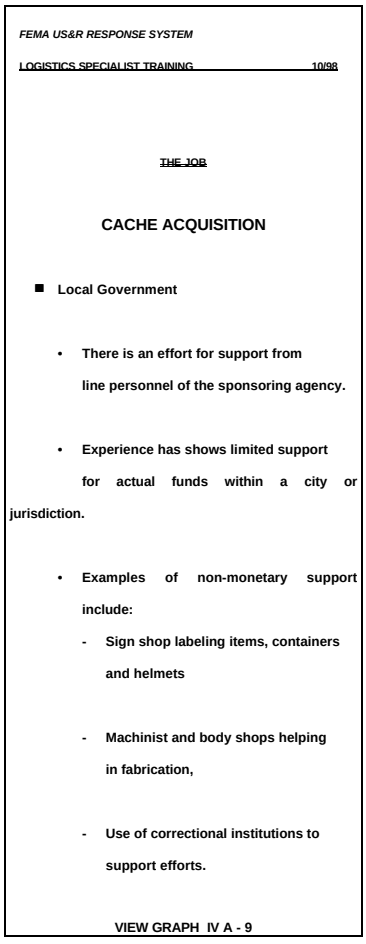
The Federal government has provided significant support to the US&R Task Force development through grants. An even larger share of the development is predicated on local agency monetary participation. Hard and soft matching requirements are involved in the Federal grants with sponsoring organizations.

- There has to be an ongoing effort to solicit support for the US&R Program from the line personnel and staff of the sponsoring agency. This affects the willingness to develop ongoing budget lines. Local officials must be apprised of the program benefits to the local jurisdiction, such as
  - Increased level of training of personnel,
  - Ability to better handle local emergencies within the rescue field,
  - Acquisition of advanced tools and equipment for local rescues,
  - Possible access to other training facilities regionally, which will benefit all personnel in the jurisdiction,
  - Enhanced ability to support state and local mutual aid systems.

- Experience has shows limited support for actual funds from other departments within a city or jurisdiction in some cases, but significant assistance with non-monetary support. Unfortunately, budgets are limited and functions are being reduced, making it difficult to obtain budget appropriations.

- Examples of non-monetary support include:
  - Sign shop allowing the use of their lettering machines for labeling items, containers and helmets,
  - Machinist and body shops helping in fabrication,
  - Use of correctional institutions to support efforts.

- Interpersonal skills and explanations of the program help in securing beneficial cooperation. It is important to make people feel that they are part of the effort. This has worked effectively, both in local government and private industry.



IV. THE JOB
A. CACHE ACQUISITION AND SUPPLY SOURCES

OTHER SOURCES

Central Purchasing of a Locality

- Every jurisdiction usually centralizes their general purchasing function. This allows better leverage with established vendors.
- Someone within the Logistics function should establish a working relationship with these individuals. They are invaluable when learning how Central Purchasing works and establishing vendor contacts.
- Invite personnel from Central Purchasing to task force training and exercises.
- Determine what types of items they routinely purchase and keep on hand.

State Government

- Become acquainted with the personnel and workings of the state emergency management agency. They can be a source of funding.
  - In California, the eight FEMA US&R task forces are managed by the Office of Emergency Services (OES). OES has played a pivotal role in the training and outfitting of the California-based task forces. Some of the most expensive purchases for these caches were funded by CA-OES.
  - Some states have such an organization whose sole function is to support efforts such as US&R. It is important to get them involved.

Private Sector

- Despite being part of the public sector because most of the sponsoring organizations are the fire departments, task force Logistics Specialists should not overlook the possibility of donations and financial assistance for cache acquisition from the private sector.

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THE JOB
CACHE ACQUISITION
■ Central Purchasing of a Locality
• Every jurisdiction usually centralizes their general purchasing function.
• Someone within the Logistics function should establish a working relationship with these individuals.
• Invite personnel from Central Purchasing to task force training and exercises.
• Determine what types of items they routinely purchase and keep on hand.

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VIEW GRAPH IV A - 10
CACHE ACQUISITION
■ State Government
• Become acquainted with the personnel of the state emergency management agency. They can be a source of funding.
• In California, the eight FEMA US&R task forces are managed by OES and has played a pivotal role in the training and outfitting of the California-based task forces.
• Some states have such an organization whose sole function is to support efforts such as US&R.

IV. THE JOB
A. CACHE ACQUISITION AND SUPPLY SOURCES

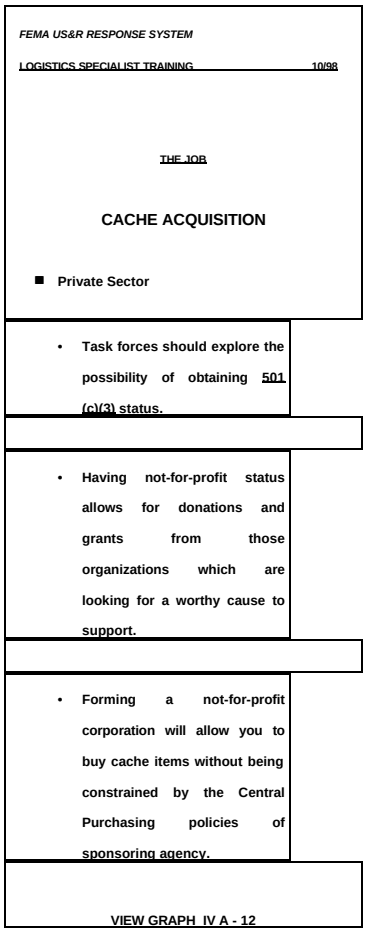
OTHER SOURCES

Private Sector (continued)

- One factor which can be used to the advantage of the task forces is the strong competition between equipment vendors. Shop around for the best price, as well as discounts and promotions on new items to save money.
  - What is important in this process is that the same task force personnel serve as contact when negotiating with the vendors. Vendors want to know they will speak with the same person every time they call.

- Task forces should explore the possibility of obtaining 501 (c)(3) status, which allows grantors and contributors to deduct contributions from their taxes.
  - Many corporations do not make contributions to government institutions, including fire departments. However, having the not-for-profit status allows for donations and grants from those organizations which are looking for a worthy cause to support.
  - Forming a not-for-profit corporation will allow you to buy cache items without being constrained by the Central Purchasing policies of sponsoring agency.

- Procedure:
  - Obtain forms from your state's Secretary of State.
  - Submit the forms to the IRS.
  - Identify the following board members: president, vice president, secretary, treasurer and sergeant at arms.
  - Open a checking account.
  - Submit an annual report.
  - Sent out grant requests to numerous in-state and out-of-state corporations and foundations. Requests must be very specific in terms of what the task force is, what equipment is needed and exactly how much it will cost.
  - When a grant is received, the not-for-profit corporation assigns resources over to the task force.



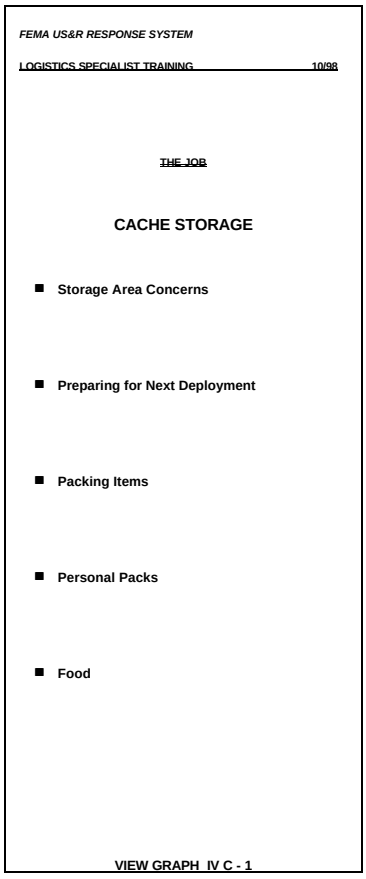
IV. THE JOB
C. CACHE STORAGE

Storage Area Concerns

- Site selection
  - Flood protection
  - Access availability
  - Vehicle assess ability
  - Earthquake resistance
  - Security: us & them
  - Forklift access
- Size
  - Minimum 10,000 sq ft
  - Optimal 40,000 sq ft
  - Parking area
- Climate Control
  - Humidity & temperature
- Local wild life
  - Pigeons
  - Black widow spiders
  - Mice/rats

Preparing Cache for Next Deployment: Clean-Up

- Keys points:
  - Basic good “Truck Company” clean-up
  - Clean
  - Dry
  - Corrosion prevention
  - Repairs complete
  - Routine maintenance
  - Documentation
- Packs
- Sleeping bags
- Tents



IV. THE JOB
C. CACHE STORAGE

Preparing Cache for Next Deployment: Clean-Up (continued)

- Water bottles
  - Discard
  - 45 ppm bleach
- Personal Items
- Tools
- Engines
  - Oil cylinders
  - Stabilize and run dry
  - Best: remove all fuel and dry out
- Compressed cylinders
  - Hydro test
- Inventory check
- Consumable replacement
- Fuel storage
  - Diesel must be stabilized
  - Gasoline should be stabilized

Packing Items

- Pallet nets
  - Possible periodic certification by Air Force
  - Hang
  - Rolling pallet rack
- Pallets (463L)
  - Stack, no more than 10
  - Minimum 3 pieces 4x4 dunnage on flat surface
  - Inspect for damage

IV. THE JOB
C. CACHE STORAGE

Packing Items (continued)

- Dunnage
  - 3/8" plywood
  - Cut to fit for pallets
  - 4" X 6" or 6" X 6"
- Pallet covers
  - See your local Air Force ALCE or DRMO

Personal Packs

- Activation ready
- LST/IST packs

Food

- Insect and vector control
- Dry food option
- Meals Ready to Eat (MREs)
- Water

IV. THE JOB
D. GROUND TRANSPORT

Ground Transportation of a US&R Cache

- Transporting a US&R equipment cache by any means is a major undertaking, and simply because it is being moved by ground does not make it any easier. Moving 50,000 lbs of cache and 62 personnel to a disaster site requires in-depth planning.

- Ground transport requirements start at the cache storage facility and continue uninterrupted until the task force is demobilized from the mission.

Transporting the Cache to the POD

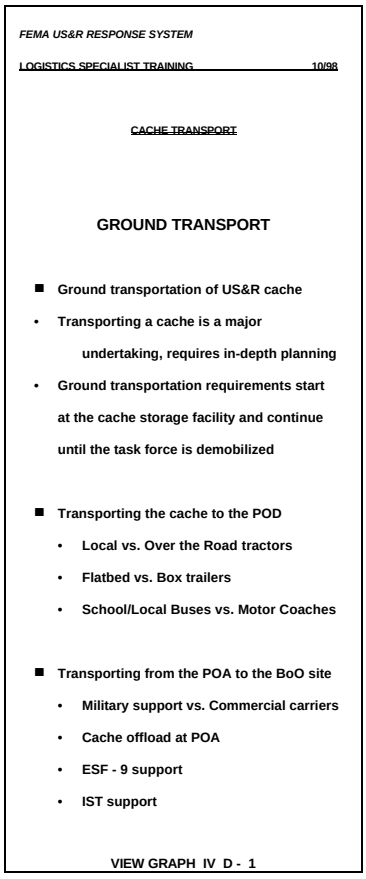
- If the task force equipment cache is not stored at the POD, the cache must be transported to that location within hours of the task force being mobilized.

- The minimal required complement of vehicles to move the equipment cache to the POD are:
  - Tractor(s)
  - Trailer(s)
  - Buses for personnel transport

Transportation from the POA to the BoO site

- Once the task force arrives at the POA, the equipment cache must again be transported, this time to the BoO site once it is selected. This can be accomplished by either military support or commercial sources.

- The key issue at this juncture is whether the equipment cache will be kept on the 463L military pallets or will it have to be off-loaded onto box trailers/vans.
  - Regardless, the same vehicle complement required to support a ground deployment is required to move the cache from the POA.
  - The only difference is the tractors may not have to be tandem axle units, depending on the length of the trip from the POA to the BoO.



IV. THE JOB
D. GROUND TRANSPORT

Preparing for Ground Transportation

- Each task force equipment cache varies somewhat in size and how it is packaged. Moreover, each task force has different ground transportation resources at its disposal. However, some general guidelines can be established to serve as reference or starting points as Logistics Specialists plan for a ground deployment of personnel and cache equipment.

- The more organized the Logistics Specialists are prior to a mission will pay big dividends in terms of increased efficiency and reduced cost. Because the vehicle requirements for transporting a cache by ground differ from air deployment, this planning process must be systematic and thorough.

Vehicle Requirements for Ground Transportation

The minimum needs to support a ground deployment are:

- (2) over-the-road tandem-axle tractors — To transport the equipment cache over-the-road for a ground deployment of up to 500 miles, you need tractors capable of handling this heavy load. Single-axle tractors, so called "city tractors", are fine for in-town cache movement and for transporting the equipment cache to the point of departure, but are not acceptable for long trips.

- (2) 45-foot (or longer) trailers — Box trailers or flatbed trailers should be used to transport the 50,000 lbs of cache.
  - Considerations when choosing a box trailer over a flatbed trailer include:
    - security
    - protection from the elements
    - off-loadability
    - trailers equipped with rear and/or side door hydraulic lifts allow for easy roll-on/-roll off cache loading.
    - box trailers allow for the placement of task force and FEMA identifiers, which is good public relations for the national program, the task force and the sponsoring agency(s).

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CACHE TRANSPORT

GROUND TRANSPORT

- Cache packing plans
- Air vs. Ground
- Night cache preparation
- Priority cache access
- Planning for response
- Road debris removal
- Special identified hazards/problems

FEMA US&R RESPONSE SYSTEM
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VIEW GRAPH IV D - 2

CACHE TRANSPORT

VEHICLE REQUIREMENTS

- City vs. Over the Road Tractors
- Local vs. Long Haul Trailers
- Box vs. Stake Body Trucks
- 4 X 4
- Service/Maintenance Vehicle

IV. THE JOB
D. GROUND TRANSPORT

Vehicle Requirements for Ground Transportation (continued)

- A flatbed trailer provides a lower level of security, reduced environmental
  protection even if equipped with a full trailer tarp/cover, and are dangerous when off-loading by hand.
  - If the task force utilizes flatbed trailers, it should consider bringing
    its own forklift as part of the cache.

■ (3) 48-passenger motor coaches — transporting the 62 members of a US&R task force for up to a 500-mile trip in minimal comfort requires the utilization of three 48-passenger (or larger) motor/ tour coaches. For this type of extended trip, buses and metro transit buses are not appropriate.
- Considerations when choosing motor coaches include:
  - on-board toilet facilities.
  - intra-bus PA system.
  - inter-bus radio system.
  - video monitors.
  - TV antennas.
- These allow the task force to remain informed about the incident to which they are responding.
- Using three buses allows for each person to have two seats, making the trip less tiring so that personnel arrive ready to work.
- If one bus should break down during the deployment, the extra space on board the buses permits the personnel from the disabled bus to be moved into the remaining two buses.

■ (2) 15-passenger vans with four-wheel-drive:
- The availability of vans allows the task force to deploy a recon team immediately upon arrival at the disaster area. Most importantly, this can be without impacting the vehicle resources of the affected jurisdiction.
- Two are needed because a 15-passenger van will accommodate 7 personnel, one K-9 and their total gear.
- During an initial 24-hour blitz, the two 15-passenger vans could be required to deploy two nine-member recon teams. When there is not other alternative, the personnel, canine and gear can be made to fit into one.

IV. THE JOB
D. GROUND TRANSPORT

Vehicle Requirements for Ground Transportation (continued)

- (2) pickup trucks with four-wheel drive:
  - As with the 15-passenger vans, a pickup truck is needed to support a nine-person recon team. In this case, the equipment cache used for the RECON Team can be carried in the pick up.
  - If not used for a recon team, the pickup can be utilized for logistics operations during the entire mission.

Several useful additions to the minimum vehicle list include:

- 20' panel van:
  - This vehicle would be used to transport large amounts of cache from the BoO to the work, thereby reducing energy and time expended for this effort. If no secure forward equipment staging area is established or operational sites change frequently, all equipment must be returned to the BoO. Even with adequate vehicles, this is a tedious and time-consuming task.
  - The vehicle can also be used as a mobile kitchen if desired.

- Additional pick-up with four-wheel-drive:
  - This extra vehicle could be used many ways; to transport Structural Specialists, Haz Mat personnel, the Safety Officer and/or the Task Force Leader to potential work sites. It can also be used to pick up equipment and supplies requisitioned from a local source. An extra vehicle will always get utilized during a mission.

- During the Hurricane Fran response, VA-TF1 had a 12-vehicle convoy while MD-TF1 had 11 vehicles.

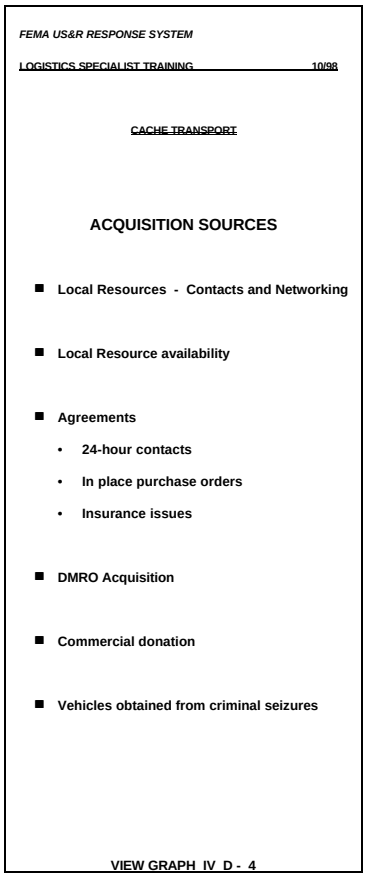
IV. THE JOB
D. GROUND TRANSPORT

Acquisition Sources and Procedures

- Many sources exist to obtain these vehicles for a deployment. This include:
  - Rental
  - Use of local fire department vehicles
  - DRMO acquisition
  - Commercial donation
  - Vehicles obtained during criminal seizures.

- However, the research into the various options must be done *prior* to a mission, with plenty of time to ensure requirements are understood, obtain quotes, compare prices and obtain standing agreements.

- Rental:
  - When deployed to an incident the task force can obtain locally rented support vehicles. All vehicles identified are available from national rental agencies. To get a rental tractor at 0100 hrs on a Sunday requires pre-planning.
  - Pre-standing contracts, 24-hour contact mechanisms and a good relationship with the rental agencies are a must.
  - The response time of charter bus lines and rental vehicles require that those contacts are made first during the deployment.
  - Renting vehicles in the disaster region is tough. Once a incident occurs, every news agency and emergency response agency is going to be vying to lease the limited vehicles available. Early contact is a must to obtain locally rented vehicles. Use the attached van selection guides to determine the size and style of vehicle the task force needs.
  - Once deployed, vehicle needs must be brought to the attention of the Incident Support Team. They will be able to task other federal agencies to assist in the US&R needs.



IV. THE JOB
D. GROUND TRANSPORT

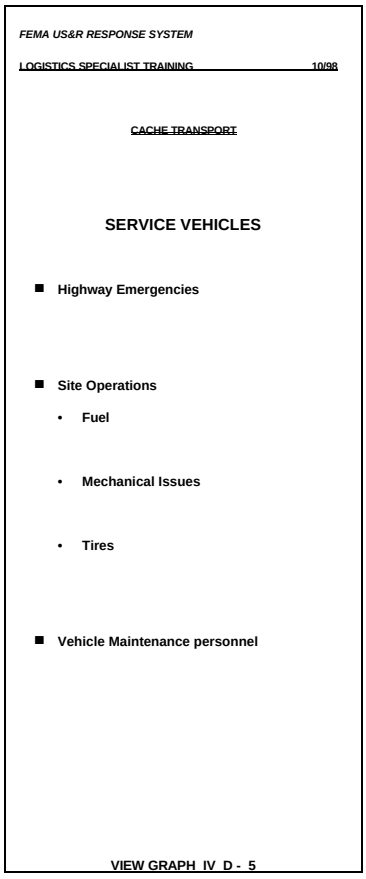
Acquisition Sources and Procedures (continued)

- Fire Department Loan:
  - Obtaining vehicles from the local fire department or sponsoring agency is an option when obtaining the vehicles necessary to support a task force deployment.

- DRMO:
  - There exist a large quantity of very usable vehicles available in the surplus system. See info in DRMO class for details.

- Seizure:
  - With the large amount of property being seized by law enforcement agencies, a valuable pool of equipment may exist locally for a task force. With the proper contacts and an administrative request, a task force can obtain "gently pre-owned" vehicles.
  - Several years ago, the California Department of Forestry's San Bernadino County Fire Department obtained a late model, custom-built Kenworth tractor trailer which even had a sleeper cap. The trailer was easily converted by personnel in their shops for primary use in their department's US&R team as their equipment transport vehicle.
  - Contact the local police department or DEA/ATF in your area, reference "seized vehicles."

- Donations:
  - Many major corporations are willing to support their local US&R task force. Approaching these groups is a major undertaking and requires some extensive legal issues. However, the benefits can be great, both to the business and the task force. And it does not hurt to ask.
  - A major East Coast grocery chain donated a 45-foot box trailer to VA- TF1.
  - Kawasaki donated water rescue vehicles several years ago to several fire departments in Southern California for swift water rescue and other water operations.



IV. THE JOB
D. GROUND TRANSPORT

Acquisition Sources and Procedures (continued)

- Mechanic's vehicle:
  - Given Murphy's Law, the chance of mechanical breakdown during a ground deployment is high. The vehicles are heavily loaded and they may have to travel many miles to their destination. The ability to include a mechanic's vehicle, loaded with a reasonable complement of spare and replacement parts for the deployment vehicles could make the difference between the task force arriving at the incident hours after a disaster or days after a disaster.
  - If this vehicle contained an 200-gallon fuel tank, it would be a invaluable tool.

Coordination for Ground Transportation

- Pre-plan
  - When preparing for ground transportation to a disaster it is very important to establish pre-designated routes for travel to the disaster site.
  - Before leaving the POD a briefing with all vehicle drivers and navigators should be accomplished with maps being distributed highliting the intended routes of travel.
  - During this briefing routine vehicle stops should be discussed like fuel stops, feedings, and driver switches, with tentative stops planned.

- Communications
  - For a ground transportation response a Mobile Command and Control Center should be established in the convoy, and a communications plan put into effect for vehicle to vehicle communications during the response.
  - This plan should include designated radio channels, procedures, and takes into account the use of cellular telephones as a back-up communications link.

FEMA US&R RESPONSE SYSTEM
LOGISTICS SPECIALIST TRAINING 10/98
CACHE TRANSPORT

COORDINATION

- Plans
  - Pre-Designated Routes
  - Maps
- Communications
  - Task Force Mobile Command and Control Center / Motor Coach
  - Vehicle to Vehicle
  - Procedures
  - Radio vs. Cellular Telephone

ESCORT

- FEMA — ESF - 9
  - Weight Station Issues
- Pre-Plan with Local
  - DOT Commercial Vehicle Issues
  - Escort - State to State and State Law Enforcement

VIEW GRAPH IV D - 6

- Coordination with ESF - 9 for continues State to State coverage

IV. THE JOB
D. GROUND TRANSPORT

Coordination for Ground Transportation (continued)

- FEMA
  - Prior to beginning the ground transportation response, contact should be made with the ESF - 9 representative in the EST.
  - The ESF - 9 representative can assist you with obtaining waivers for bypassing weight stations along your designated response route, and also coordinate the state to state escort of the convoy.

- Convoy
  - When planning vehicle placement for the convoy remember to use the"slowest vehicle first " concept, this will allow for no one vehicle being left lagging behind during the response.
  - Clearly mark the first and last vehicle of the convoy with signs indicating a "Convoy Follows" or "Convoy Ahead".

- Drivers
  - Insure all vehicle drivers have the proper class license for the vehicle to be driven. If the vehicle driven is a commercial vehicle, make sure all drivers follow federal Department of Transportation requirements for commercial vehicles and commercial vehicle licensing to include vehicle logs and proof of medical certification.
  - When planning for a road response, always determine the number of vehicle drivers needed by the vehicle class to be used, and plan for 24-hour operation.

- Command and control
  - When giving the task force briefing at the POD prior to "hitting the road" provide for personnel accountability by assigning the task force members to a specific vehicle.
  - Next assign one task force member per vehicle as the accountability officer. When vehicle stops are made it will be the responsibility of the accountability officer to insure that all personnel are accounted for to the Mobile Command and Control Center prior to the convoys departure from the stop.

FEMA US&R RESPONSE SYSTEM
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CACHE TRANSPORT

GROUND TRANSPORT

- Convoy
  - Have a Plan
  - Slowest Vehicle concept
  - Convoy Identification

FEMA US&R RESPONSE SYSTEM
LOGISTICS SPECIALIST TRAINING 10/98

- Drivers
  - Federal Commercial Vehicle and Licensing Issues
  - Proper number of drivers for vehicles for 24-hour ops
- Participating Agency / FEMA

CACHE TRANSPORT

VEHICLE MARKING

VIEW GRAPH IV D - 8

- Vehicle numbering scheme

FEMA US&R RESPONSE SYSTEM
LOGISTICS SPECIALIST TRAINING 10/98

- Emergency Response Lights

CACHE TRANSPORT

- Convoy Identification

COMMAND AND CONTROL

- Assignment of personnel
- Personnel Accountability

VIEW GRAPH IV D - 9

- By vehicle
- Command and Control

IV. THE JOB
E. LIFE SAFETY ISSUES

Introduction

The task of conducting task force operations following a major disaster is no small task. Disasters usually seriously compromise the stability of the area. Normal institutional support systems may have been significantly reduced or rendered nonfunctional by the disaster.

- Usually, normal response in most communities is just minutes away. This is not so during disaster operations. In many cases some major communities may lose up to 60% of their initial response capability as a result of direct and indirect impact by the disaster on the response community. Many become victims themselves and others are affected by immediate family members becoming victims of the disaster. Not to mention the impact on the equipment used to support lifesaving operations.

- The reason for concern is that the greater the damage to the local infrastructure, the more demands will be made on Logistics Specialists in providing support to all facets of task force response.

Safety

The Logistics Specialist has a unique responsibility for task force safety. Most of the responders are very familiar with operational safety issues. However, the special safety requirements surrounding logistical issues are poorly understood by most team members. Safety issues have to be addressed in the development of all operational/functional plans and deserves special consideration in the selection, construction and management of the task force Base of Operations. It is the responsibility of the Logistics Specialist to provide a safe and comfortable on- and off-duty logistics support system. The task force currently has a dedicated Safety Officer who may or may not have a background in logistics support systems. You as the Logistics Specialist must exercise good safety practices and ensure all logistics items are considered in the risk-hazard analysis. Simple things that we take for granteed will jump up and bite us when we least expect them.

IV. THE JOB
E. LIFE SAFETY ISSUES

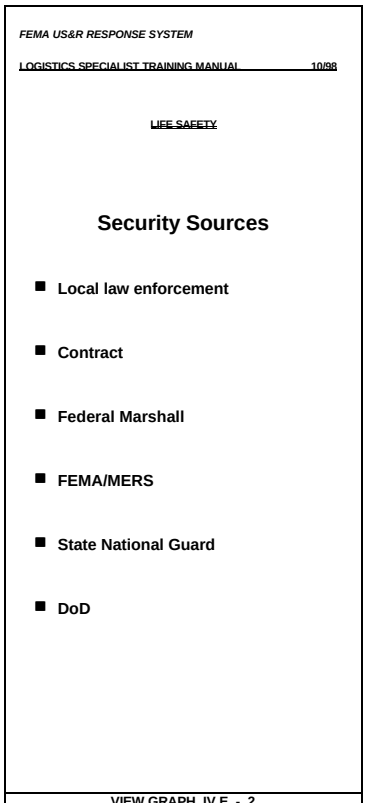
Safety (continued)

Remember that every time we ignore the basics we expose ourselves and others to unnecessary exposure that could result in an injury or even death of a team member.

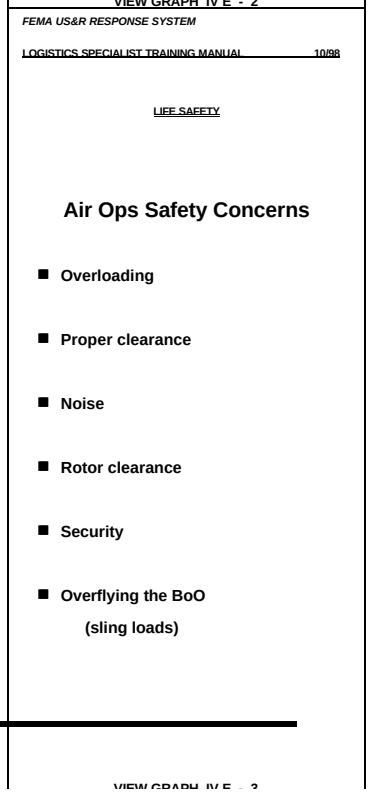
The following safety issues should be considered, but not limited to your operation:

- Security:
  - Don't always count on a disaster area being secure. In many cases one may find civil disturbance is jeopardizing response initiatives which further complicates the mission. The task force is only as effective as the tools and equipment they bring. If these are lost, the effectiveness markedly diminishes.
  - Area security is a State/local government responsibility and the IST can assist the task force leadership in obtaining information on security resources. In some cases, police escort may be necessary. Again, in these situations, uniformed personnel may be targeted by undesirables seeking to take advantage of the damaged infrastructure.
  - Security at the Base of Operations is the responsibility of Logistics and is usually provided by unit personnel.
  - Order through the IST process.
  - NOTE: Unless so authorized, do not take any weapons along.

- Air Operations:
  - One method of travel frequently used by response teams is helicopter. A word of caution: be sure to receive a pre-flight safety briefing before boarding and follow instructions furnished by the pilot or loading supervisor.
  - Remember, following a disaster unusual hazards may exist that the pilot may not be familiar with. Unsafe acts on the part of the pilot and crew can also be a problem.



VIEW GRAPH IV E - 2



VIEW GRAPH IV E - 3

IV. THE JOB
E. LIFE SAFETY ISSUES

Safety (continued)

- Some of the issues to be concerned with include overloading, proper clearances for takeoff and landing, rotor wash, security around the helicopter, and adequate intercom capabilities so that team members can communicate during flight. Example: Philippines Recon Flight.
- may require an LZ in close proximity to the BoO.

■ Unstable structures and uneven footing.
- Injuries to emergency responders, in many cases, are the result of falling debris and compromised surfaces. task force personnel must take extra precautions to minimize injuries by wearing the required safety gear when working in the affected area. An injury during the mission becomes a team liability which may prevent the completion of the entire assessment task.

■ Exposure to hazardous materials.
- Their is a significant risk of exposure to hazardous material during a task force mission. There are two kinds of exposure to be consider prior to entering the impact area: direct exposure from an area that has been contaminated and indirect exposure from moving water or a cloud/vapor plume moving through or beyond the impact area.
- Most facilities (major targets) such as hospitals, labs, universities, manufacturing plants and warehouses have a broad array of hazardous material on site. Other major sources of hazmats are underground pipe lines, railroad cars, and trucking companies. Displaced power line transformers may also pose a significant risk to assessment teams.
- Contaminated soil at the BoO.

■ Contaminated air, water and fuel.
- Contamination of air, water and fuel sources following a disaster is likely. It is best to assume contamination has occurred until proven otherwise. Ensure that you have a adequate supply of water and fuel before entering the affected area.
- Gray water management.

- Location of the BoO in valleys and sinks.

IV. THE JOB
E. LIFE SAFETY ISSUES

Safety (continued)

- Adverse weather.
  - It is essential that you are prepared for any kind of weather change prior to leaving your point of departure. A weather change that the team is ill equipped to handle could jeopardize successful and timely completion of the mission.
  - Task forces must be self-sufficient. Additional resources may not be immediately available in the effected area.
  - Rain gear, cold weather gear, and appropriate amounts and types of clothing are required for all deployments. Wet and cold conditions could cause illness or injury among team members which would interfere with completing the assessment.
  - Consider using wood chips to mitigate dust and moisture in work and BoO areas.

- Navigating in unfamiliar surroundings.
  - Traffic directional signs and other land marks may not survive the disaster impact. Traditional road maps not be valid following a major disaster. Extra care to avoid accidents must be taken because the "new" landscape is distracting and may be confusing.

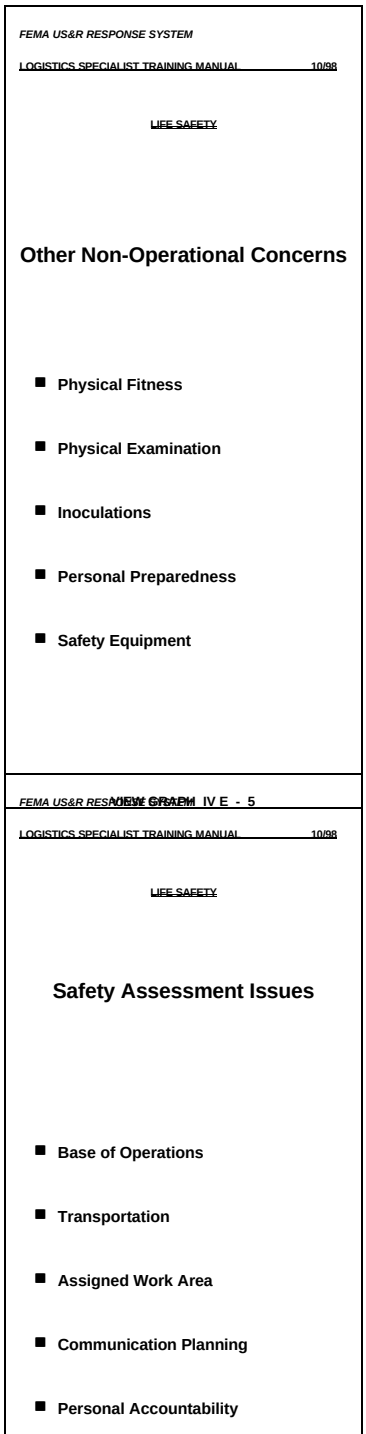
- Earthquake aftershocks.
  - Severe aftershocks following a major earthquake are common and can create additional injuries and fatalities Unstable structures including bridges, overpasses, high rises and water towers may suffer further collapse as a result of after shocks. Task force personnel must be constantly aware that they may be effected by such events and take necessary precautions while conducting tasks Many injuries and deaths of first responders could be prevented if more precautions against additional shockwaves were taken.
  - Locating the BoO in structures/tents.

IV. THE JOB
E. LIFE SAFETY ISSUES

Safety (continued)

- Compromised infrastructure, including communications, roadways, bridges, air traffic control.
  - Assume all infrastructure has been compromised even though prior intelligence may have stated otherwise. Although telephone and cell systems may have survived the disaster intact, they will soon be overloaded by responder and/or public demands.
  - Traffic congestion will always occur following a disaster. The affected public will be evacuating the area as responders are moving toward the disaster.
  - Task force vehicles must be clearly marked and warning lights should be used to facilitate arriving at target sites. If possible, they should be equipped with four wheel drive. Standard vehicles will have difficulty traversing terrain while getting to and around target sites.
  - Consider alternative transportation methods including all terrain vehicles (Mules, ATVs, etc.).

- Falling material or flying objects.
  - Displaced material may be everywhere; after shocks or winds may cause displaced objects to become airborne. Eye and head protection are essential. Eye injuries are especially painful and immediate treatment will be required to prevent further injury. Eye and head injuries are a liability to the team and may even require aerial medical evacuation.
  - Contact lenses wearers are especially vulnerable. Responders with contact lenses should bringing an extra pair of glasses.
  - Lime dust/cement effects on eyes, skin and respiratory system.



IV. THE JOB
E. LIFE SAFETY ISSUES

Incident Support Facilities

- You may or may not use existing buildings to support US&R operations. However, you may establish a base on any suitable open space. Your job will be a challenge, especially to provide a safe and secure Base of Operations. Some of the hazards you will need to consider in selecting a location and BoO design are:
  - CO-free sleeping area.
  - Trip hazards (i.e., tent pegs, ropes, etc.).
  - Lighting for all foot travel areas.
  - Noise.
  - Traffic.
  - Security.
  - Hazardous materials (previous contamination).
  - Hanging objects (antennas).
  - Fire-safe tools (generators w/ spark arrestors).
  - Flagging all identified and potential hazards.

Task Force Safety

- Safety concerns for task force personnel include:
  - Assessment of their physical fitness.
  - Successful completion of a current physical examination.
  - Proper inoculations.
  - Personal gear pack/day pack organized and immediately available.
  - Appropriate personal safety equipment on hand.

- Safety assessments should be identified and factored into:
  - Base of Operation site selection.
  - Transportation strategies.
  - Selected work sites/areas to assess
  - Communications planning/personal accountability process.
  - Operational planning.
  - Demobilization plan and process.

IV. THE JOB
E. LIFE SAFETY ISSUES

Task Force Safety (continued)

- Safety issues should be highlighted during operational briefings to include:
  - Emergency communications system.
  - Personal accountability process.
  - Medevac procedures - identify process to use.
  - Role and responsibility of individual and team.
  - Stress/fatigue of team members.
  - Reporting and documenting injuries.
  - Risk-hazard walk about.
  - Hazard ID and mitigation actions.

Conclusions

- Safety and security of the task force are essential. If someone is injured and not able to perform their function, effectiveness of the entire task force is compromised.

- Remember, there are only a limited number of Logistics Specialists to perform numerous functions before, during and after a task force mission. Their ability to function effectively during an entire mission is a key element in the operational effectiveness of the task force.

- Task force Logistics Specialists are often called upon to operate with little supervision and/or support. There are safety recommendations in numerous segments of this manual. Make sure you pay careful attention to and become very familiar with this material. It may save your life or that of other task force personnel.