

URBAN SEARCH & RESCUE

South Carolina Emergency Response Task Force

Urban Search & Rescue Program Plan

February 10, 2004



SOUTH CAROLINA EMERGENCY RESPONSE TASK FORCE Urban Search and Rescue Program

Urban Search and Rescue Program Plan

The purpose of this document is to outline and describe the plan for implementing the urban search and rescue (US&R) response system adopted by the South Carolina Firefighter Mobilization Oversight Committee.

Development and implementation of the US&R Program Plan and the Task Force Operations Manual will be managed by the SCERTF Program Management Group under the authorization of the State Fire Marshal and the Mobilization Committee.

The US&R Program Plan will detail the objectives which define how the US&R Program will be developed and put into effect. This plan will include the intended deployment model, equipment allocation, staffing and administration, deployment requirements, and roles/responsibilities.

The Task Force Operations Manual will detail the policies and procedures for daily (administrative) and emergency (operational) team conduct, contained under separate cover.

This plan agrees that:

- The Mobilization Committee has been directed to staff, equip and train a statewide Urban Search and Rescue (US&R) team that will operate as part of the Firefighter Mobilization Plan.
- The Mobilization Committee authorizes the South Carolina Emergency Response Task Force (SCERTF) to perform US&R functions.
- The Division of Fire and Life Safety, in concert with the Mobilization Committee, authorizes a Program Director to oversee this project and act as a central point of management for State US&R resources. This position will report to the State Fire Marshal.
- The Mobilization Committee authorizes the creation of a Program Management Group recommended by the Director to provide operational direction for the SCERTF.
- Under the State of South Carolina Emergency Operations Plan, the South Carolina Division of Fire and Life Safety (DFLS) has primary responsibility for US&R under Emergency Support Function 9 (ESF-9). SCERTF is the resource designated by DFLS for the ESF-9 function. Other state agencies support DFLS during those operations under the direction of the South Carolina Emergency Management Division (SCEMD).
- SCERTF will develop a State-wide US&R Task Force (SC-TF1) supervised by the Program Director.
- Equipment shall be provided by DFLS utilizing funds allocated by the South Carolina Director of Homeland Security. Overhead costs will be provided by funding from DFLS. The physical assets will be packaged in tractor-trailers for quick and easy movement to emergency sites.
- Personnel will come from participating public safety agencies. Staffing of personnel will be based on individual qualifications and commitments from their sponsoring organizations or employers.
- The SCERTF shall base its operations and training guidelines on FEMA US&R Task Force requirements. The operations and training will be administered by the SCERTF Program Management Group.

- Training and position qualifications shall be based upon position descriptions recommended by FEMA. The training will be administered by the SCERTF Program Management Group.
- Sponsoring organizations will be required to absorb personnel costs associated with deployment and training such as salaries and insurance. Depending upon the circumstances, these costs may be eligible for recovery during an authorized deployment. A Memorandum of Understanding will be secured between the individual participants, their employer/agency, and SCERTF.

Program Development

The immediate goals of the SCERTF are to develop (Phase 1) and implement (Phase 2) an urban search and rescue asset for the State of South Carolina capable of response and mitigation of heavy construction structural collapses. The final goals of the SCERTF are to develop a sustained funding plan (Phase 3) and secure ongoing funding for continued operations.

Phase 1: State Task Force Development

Summary

The SCERTF shall develop one Type 1 US&R Task Force (SC-TF1) available for state-wide deployment utilizing the following objectives:

1. Mobilization Committee shall authorize the General Plan, including the appointment of Program Director and a Program Management Group.
2. US&R Program Plan shall be developed by the Program Management Group and submitted to the Mobilization Committee.
3. The Program Management Group shall prepare a budget for implementing the plan.
4. The Program Management Group shall prepare a tentative training plan for review and action.
5. The Program Management Group shall prepare a communications plan for review and action.
6. The Program Management Group shall prepare the Task Force Operations Manual for review and action.
7. Personnel shall be recruited from emergency service organizations and private entities serving in the State. Applications will be reviewed and qualified individuals solicited for membership, including interview with candidate and their Chief or Supervisor.
8. After review of the final candidates' qualifications, a training plan designed to maximize effective use of already trained personnel will be finalized.
9. Equipment for operations and training shall be obtained through the purchase process and allocated.

Plan

The Mobilization Committee shall authorize the General Plan, including the appointment of an Emergency Response Coordinator and a Program Management Group.

The US&R Program Plan shall be developed by the Program Management Group and submitted to the Mobilization Committee.

The US&R Program Plan shall identify the stages in which the project will be developed and then implemented. Daily and emergency operational issues will be addressed and continually managed using the Task Force Operations Manual, included under separate cover.

The US&R Program Plan expounds on the General Plan adopted by the State Mobilization Committee and describes in greater detail the goals and objectives involved in bringing the team from concept to existence. The Plan shall be directed by the intent of the adopted General Plan. Plan management shall be the responsibility of the Program Management Group. The Deputy Director has been identified as the responsible party for documenting this part of the Plan.

The Program Management Group shall prepare a budget for implementing the plan.

The SCERTF Budget shall identify allocated funds and assign expenditures for purchase in accordance with State Budget guidelines and law. The Budget shall be directed by the intent of the approved General Plan and sets the priorities of the Plan. Once approved, the Budget will be implemented and resources will be recommended, then purchased. Upon receipt of inventory, asset allocation shall be managed by the Lead Logistics Manager. Daily and emergency operational issues will be addressed and continually managed using the Task Force Operations Manual, included under separate cover. Budget management shall be the responsibility of the Program Director.

The Program Management Group shall prepare and submit a tentative training plan for review and action.

Prior to staffing the Task Force, the Program Management Group will create a tentative training plan meeting the recommendations of FEMA for Task Force Operations and Training. This plan will consider the training required to bring the team to operational readiness. Upon staffing the Task Force, the Program Management Group will review the qualifications of all approved personnel and determine if the proposed plan is still feasible; for example, if all approved personnel have had the National Fire Academy ICS for Structural Collapse course, then this course can be eliminated from the necessary training plan until the next phase is implemented.

The adopted Training Plan shall identify training requirements for personnel, in accordance with industry recommendations. The Training Plan shall be directed by the approved General Plan and help set the priorities of the Plan. Once approved, the Training Plan will be implemented and resources will be recommended and purchased. Operational training issues will be addressed and continually managed using the Task Force Operations Manual, included under separate cover. Training management shall be the responsibility of the SCERTF Training Coordinator.

Upon finalizing the plan, personnel will be given the opportunity to take the training in order to qualify for full appointment.

The Program Management Group shall prepare and submit a communications plan for review and action.

The Communications Plan shall identify communications requirements for personnel, in accordance with industry recommendations. The Communications Plan shall be guided by the approved General Plan and helps set the priorities of the Plan. Once approved, the Communications Plan will be implemented and resources will be recommended and purchased. Operational communications issues will be addressed and continually managed using the Task Force Operations Manual, included under separate cover. Communications asset management shall be the responsibility of the SCERTF Communications Coordinator.

The Program Management Group shall prepare and submit the Task Force Operations Manual for review and action, submitted under separate cover.

The Task Force Operations Manual shall identify requirements for team membership, including training and administrative requirements. Sections on readiness, deployment, and operations will be developed in accordance with industry recommendations. The Task Force Operations Manual shall meet or exceed the recommendations of FEMA's Task Force Operations Manual for conducting team operations. The Task Force Operations Manual shall be dictated by the intent of the approved General Plan and shall be put into effect by policy at the appropriate stage in the Plan. Once approved, the Task Force Operations Manual will be implemented. Operational discipline will be addressed and continually managed by all SCERTF Officers through the Chain of Command. Maintenance of the Task Force Operations Manual shall be performed by the SCERTF Program Management Group. The Deputy Director has been identified as the responsible party for documenting this part of the Plan.

Personnel will be recruited from the State's emergency service organizations and private entities.

Personnel will be recruited through various media. Meetings with emergency service agencies, especially state and regional fire, EMS and law enforcement committees and councils will be held to recruit potential candidates. SCERTF will also aggressively advertise on industry websites and include information links.

Candidates shall complete forms (SC State Employment Application and a Supplemental Application) to convey their qualifications and interest. The forms will also have an information sheet that must be signed by the applicant's agency head expressing their intent to support the candidate if accepted.

The Program Management Group shall meet to review applications and determine suitable candidates for Command Staff positions, defined as the Program Director, the Deputy Director, the Lead Logistics Manager, and Task Force Leaders. Once these candidates and their agency head have been interviewed successfully, an offer of team membership will be offered to fill these positions. The candidate, the candidate's sponsoring agency, and SCERTF will enter into a Memorandum of Understanding (MOU) identifying the responsibilities and expectations of each signatory.

A membership committee will be appointed by the PMG to review applications, conduct interviews and determine suitable candidates for team membership. They will make recommendations regarding which candidates would be suitable as members and will, using the Task Force training requirements, aid in processing each applicant's training plan. The recommendations will be forwarded to the PMG for appointment and an offer of team membership will be extended if appropriate. The candidate, the candidate's sponsoring agency, and SCERTF will enter into a MOU identifying the responsibilities and expectations of each signatory.

Specialized civilian personnel (engineers, canine specialists, etc.) not affiliated with an agency signed on to the State-wide Mutual Aid agreement shall secure a special MOU to be able to participate as part of disaster mobilization.

After review of the final candidates' qualifications, a training plan designed to maximize effective use of already trained personnel will be finalized.

Comparing the accepted candidates' qualifications and training to the proposed Training Plan, a final Training Plan will be created to maximize the existing knowledge and skills of personnel.

The adopted Training Plan shall identify training requirements for personnel, in accordance with industry recommendations. The Training Plan shall be directed by the approved General Plan and help set the priorities of the Plan. Once approved, the Training Plan will be implemented and resources will be recommended and purchased. Operational training issues will be addressed and continually managed using the Task Force Operations Manual, included under separate cover. Training management shall be the responsibility of the SCERTF Training Coordinator.

Equipment for operations and training shall be obtained through the purchase process and allocated.

Equipment and apparatus utilized by SC-TF1 members shall meet at minimum the recommendations of the FEMA US&R Task Force 2003-2004 Equipment Cache List. Two tractor-trailer apparatus shall be obtained for storing and transporting US&R and Base of Operations (BoO) equipment. Four sport-utility vehicles with towing capability shall be purchased and outfitted as Incident Support Team Emergency Response Vehicles (IST-ERV).

The trailers will be staged at the South Carolina Fire Academy facility in Columbia and the IST-ERV will be assigned to Command Staff personnel in their regions for immediate deployment.

The US&R cache shall be equipped with Type 1 Structural Collapse equipment using the FEMA Equipment Cache recommendations. The Base Support cache shall contain enough equipment to set-up and maintain a BoO for Task Force personnel.

The four IST-ERV will be positioned throughout South Carolina. A Command Staff Officer will be assigned and responsible for each vehicle. Upon arrival at a critical incident, the IST-ERV shall perform size-up and assessment of the disaster area. The IST-ERV will carry equipment to support SC-TF1 staff working with the local incident commander.

DFLS shall have responsibility to maintain a specified inventory of equipment as well as replacing equipment lost or damaged during state-declared emergency operations. DFLS shall also maintain title, registration, insurance, maintenance and upkeep on response vehicles, as well as daily

operating needs of the vehicles. Equipment allocated to SC-TF1 for the purposes of operations and training shall only be used for Task Force training and operations unless expressed permission is granted by the Program Director or his designee. The Lead Logistics Manager has been identified as the responsible party for documenting this part of the Plan.

Phase 2: State Task Force Implementation

Summary

The SCERTF shall implement one Type 1 US&R Task Force (SC-TF1) available for state-wide deployment utilizing the following objectives:

1. Personnel shall be assigned to positions and teams.
2. Strike Team meetings shall be held in each region to familiarize personnel with the Task Force Operations Manual and to orient personnel with policies and procedures.
3. Personal gear shall be allocated to members.
4. Overall training plan shall begin for all personnel.
5. Review of plan shall be conducted, adjustments made, and team announced ready for operational deployment.
6. Place the Task Force Operations Manual in effect.

Plan

Personnel shall be assigned to positions and teams.

Personnel who have been vetted and appointed in the first round of applicant evaluations shall be added to the roster as Charter Members of the SCERTF. These personnel will be assigned to positions as necessary to complete the Organization Chart.

In the first round, SC-TF1 will consist of 140 personnel. The personnel will be allocated into two groups, with 70 positions each. These groups exist to more effectively manage personnel in training and response groups, and to provide accountability for personnel.

The overall task force is supervised operationally by the Program Director, assisted by the Deputy Director and a Lead Logistics Manager. A Task Force Leader supervises each group assisted by Section Managers.

Each group is broken down into five sections; Rescue, Medical, Logistics, Search, Technical Support/Planning, and HAZMAT/WMD. Additional support personnel, such as a Public Information Officer, may be added to the overall team as necessary.

The term "Command Staff" refers to the Program Director, the Deputy Director, the Lead Logistics Manager, and the Task Force Leaders.

Personnel will operate on a voluntary basis with the approval and support of their employer. There shall be a MOU established between the SCERTF and the member's agency.

The agency responsibilities listed in the MOU shall include:

- Maintaining a roster of all applicable agency personnel participating in SCERTF activities
- Providing a primary point of contact to SCERTF
- Providing support to employed members of SCERTF during training and operations by permitting reasonable leave
- Maintaining existing normal benefits and requirements of employment to include Worker's Compensation
- Documenting that personnel have met the medical monitoring and drug testing requirements of their sponsoring agency, including annual physical examinations and required immunizations as specified by the member's task force position description.

SCERTF responsibilities listed in the MOU shall include:

- Providing personal protective equipment and SCERTF uniforms
- Providing apparatus and equipment
- Providing appropriate communications gear
- Providing position-specific training
- Providing training support (course costs, lodging, meals) for approved or required training
- Providing notification for missions and training
- Providing incident support (lodging, meals, transport) for personnel from the Point of Departure (POD) to the incident staging, in the course of duty during the incident, and returning to the POD.

Members shall be rostered according to qualifications and SC-TF1 staffing requirements.

Task Force group meetings shall be held in each region to familiarize personnel with the plan and to orient personnel with policies and procedures.

Personnel assigned to the Task Force groups shall attend a scheduled training session to orient to the Task Force Operations Manual. Personnel will have an opportunity to meet one another and complete administrative requirements such as completing needs for photo identification, getting fitted for uniforms and personal protective gear, and completing medical forms.

Personal gear shall be allocated to new members.

Personnel will be issued gear and personal protective equipment. Items to be issued to personnel will include:

- SCERTF Photo Identification
- SCERTF Task Force Operations Manual
- FEMA Structural Specialist Field Operations Guide
- FEMA BoO Field Operations Guide
- Communications device, as specified by position
- Helmet, color specific to position
- Eye protection
- Hearing protection
- Protective ensemble

Overall training plan shall begin for all personnel.

Training management shall be the responsibility of the SCERTF Training Coordinator working with the respective Task Force Leaders. The tentative training plan created prior to staffing the Task Force will be evaluated to determine the priority in which courses need to be offered. The plan will then be adjusted to meet the immediate needs of the team, meeting the FEMA recommendations for US&R task forces. This plan will consider the training required to bring the team to operational readiness. Upon finalizing the plan, personnel will be given the opportunity to take the training in order to qualify for full appointment.

Review of plan shall be conducted, adjustments made, and team announced ready for operational deployment.

After the program has been determined to be operationally ready (sufficient equipment is allocated to cache and to personnel, training levels have been met for each position, staffing is sufficient, and Task Force Operations Manual is approved), the Mobilization Committee will advertise this by way of media releases and notification of state emergency service providers. Memoranda shall be issued to all participants (SCERTF Members, Sponsoring Agencies) that the Task Force

Operations Manual is in effect and all readiness, mobilization, deployment, and operational issues addressed within will be considered as the policy of the organization.

Place the Task Force Operations Manual in effect.

Teams shall be scheduled for ready status and a calendar published indicating which teams/personnel are on “ready status” and which are on “stand-by status”. Further information shall be contained within the Task Force Operations Manual. Summarizing the deployment concept:

Upon notice from the State EOC Warning Point, the on-duty Incident Support Team will use acquired information to determine whether or not to commit the task force to the mission. If they elect to take the mission, the Task Force group on the “ready status” board shall be activated for response by the Program Director or designee. The Task Force shall be staffed with qualified personnel and given specific instructions for deployment (Location and nature of incident, assigned POD or what apparatus they need to respond, who they are reporting to). Personnel that accept a mission will be expected to remain on the emergency site for an average of ten days, or until the emergency is terminated.

After activation, the closest IST-ERV will respond directly to the location to make contact with the AHJ Incident Commander and begin size-up operations. Another assigned IST-ERV will go to the PoD to organize the response of activated teams.

The target response time from time of activation to arrival of the first IST-ERV shall be two hours or less. This time will obviously be influenced if the state infrastructure is impacted. Upon arrival at a critical incident, the Command Officer assigned to the IST-ERV shall make contact with the AHJ Incident Commander to begin to work out an initial action plan for the responding task force. Size-up shall include assessment of the current situation, determination of resource needs, staging and deployment locations, BoO location, and providing structural triage and response prioritization.

Team personnel will either respond to a predetermined Point of Departure (PoD) or to the cache to pick up apparatus, then to respond to a PoD, depending upon their assignment. Officers will perform a proper check-in and assessment of personnel to assure medical fitness for strenuous and dangerous duty, as well as to establish accountability via the approved personnel accountability system (Passport). Once check-in is complete, the Task Force will be given a specific assignment under the command and control of the Program Director and the Task Force Leaders.

Task Force members are forbidden to “freelance” while rostered as a team member. When the Task Force is given a specific assignment, they will be expected to remain intact as much as operationally capable. At the point when four or more Squads are activated to provide search and rescue services to an affected area, they will all operate under the command of a Task Force Leader. On extended multi-day operations, personnel will be rotated out of the emergency area every 12 hours and will be relieved according to their personal needs and the operational necessities of the Task Force Leader. Personnel will be relieved after being checked and assessed for injury and/or illness and after a post-operational debriefing is complete. Transportation to their original Point of Departure shall be conducted after being relieved, if necessary.

Phase 3: Sustained Funding Plan Development

Summary

The SCERTF shall research and obtain sustained funding available for continued team operation utilizing the following objectives:

1. The Mobilization Committee shall permit the spending identified in FY-2003 Homeland Security Grants to establish the SCERTF US&R Program.
2. The Program Management Group shall prepare a budget for FY-2004 to finish equipping to the level of the FEMA US&R Task Force 2003-2004 Equipment Cache List, last updated August 2003.
3. The Program Management Group shall prepare a budget for FY-2004 to provide funds for daily task force administration and operations.
4. The Program Management Group shall develop a long-term Master Plan to prepare the organization for anticipated needs and changes over a five-year period.
5. The Program Management Group shall conduct a self-assessment of the Task Force Operations Manual using the FEMA Task Force Readiness Assessment.
6. The Program Management Group shall request an assessment of the program by FEMA as required to establish potential federal funding.

Plan

The Mobilization Committee shall permit the spending identified in FY-2003 Homeland Security Grants to establish the SCERTF US&R Program.

According to the FY-2003 Homeland Security Grants to South Carolina for the establishment of an Urban Search and Rescue asset, \$676,162.00 shall be allocated to create three Type II Regional Response Teams. SCERTF will assist the State in determining equipment cache needs, recommending purchases, and processing the equipment prior to allocation.

The remaining grants to establish a State-wide Type I US&R Task Force, in the amounts of \$620,000.00 and \$1,271,666.00 respectively, shall be utilized to purchase apparatus and equipment as prioritized from the FEMA US&R Task Force 2003-2004 Equipment Cache List.

The Program Management Group shall prepare a budget for FY-2004 to finish equipping to the level of the FEMA US&R Task Force 2003-2004 Equipment Cache List, last updated August 2003.

The Program Management Group shall prepare a budget using the FEMA US&R Task Force 2003-2004 Equipment Cache List to purchase equipment still required to meet the FEMA TF specifications. MOUs shall be obtained from agencies and/or companies to establish purchasing agreements for perishable items (medications) and consumables (spare blades, industrial gases, etc.) which, upon deployment, can be obtained and added to the cache for transport. Upon approval, these funds will be allocated for these items and the items purchased.

The Program Management Group shall prepare a budget for FY-2004 to provide funds for daily task force administration and operations.

The Program Management Group shall prepare a budget to sustain daily administrative and operational needs, including administration, training, maintenance, TF related travel, and other overhead costs. Upon budget approval, an account or contact shall be established with DFLS for managing and obtaining allocated funds. Contracts and accounts shall be established for vehicle maintenance and operations, housekeeping items, office supplies, building and physical plant maintenance and overhead (electric, water, sewer, etc.).

The Program Management Group shall develop a long-term Master Plan to prepare the organization for anticipated needs and changes over a five-year period.

With considerable input from the MOC and other State, Regional, and Local Emergency Services, the Program Management Group shall identify the long-term goals of the organization and develop a plan for the implementation and achievement of objectives to meet those goals.

The Program Management Group shall conduct a self-assessment of the Task Force Operations Manual using the FEMA Task Force Readiness Assessment.

Using the FEMA Task Force Readiness Assessment, the PMG will determine whether or not the TF is ready to request an assessment for inclusion as a Federal US&R TF. Any deficiencies noted will be prioritized and plans recommended to meet those requirements in an effort to secure sustained funding.

The Program Management Group shall request an assessment of the program by FEMA as required to establish potential federal funding.

Having implemented recommendations to address any deficiencies, and having implemented the Task Force Operations Manual to sufficiently meet FEMA requirements for US&R TF involvement, the Director shall request an official assessment by the FEMA Task Force Readiness Evaluation Team. Upon receiving a satisfactory evaluation, the State shall request inclusion into the Federal US&R Task Force Program.

Roles and Responsibilities

South Carolina Firefighter Mobilization Oversight Committee

The South Carolina Firefighter Mobilization Oversight Committee (MOC) is appointed by the Governor as specified by the Firefighter Mobilization Act of 2000. Their responsibility in this document is the general oversight of the project and obtaining funds for administration, operations and training.

SCERTF Program Management Group

The SCERTF Program Management Group is appointed by the MOC to develop and implement plans to administer, operate and train the SCERTF. This group is also responsible for recommending personnel to fill command and support staff positions.

SCERTF Membership Committee

The Membership Committee is comprised of a minimum of eight members drawn from the Task Force Membership. The committee is responsible to review applications, then interview and recommend candidates to the Program Director for appointment to the teams. Appeals to the process will be reviewed and if granted, will be conducted by a board of at least three Program Management Group members.

Program Director

The Program Director will serve as the Chief of Operations and is responsible for the effective management of all aspects of the Emergency Response Task Force. The Program Director shall be appointed by the MOC and shall report to the State Fire Marshal.

Deputy Director

The Deputy Director will serve as the Executive Officer responsible for administration and management of assigned aspects of the Emergency Response Task Force. The Deputy Director shall be appointed by the Program Director as recommended by the Program Management Group and shall have the endorsement of the MOC. This position shall report to the Program Director.

Lead Logistics Manager

The Lead Logistics Manager will be responsible for overall management of the TF Cache, including recommending and purchasing items and services, scheduling and supervising maintenance, and insuring an accurate inventory is maintained. The Lead Logistics Manager is also responsible for insuring Logistics personnel are able to transport the cache to the designated location, setting up and maintaining a Base of Operation (BoO), acquiring necessary resources to accomplish TF assignments and getting the team back to the Point of Departure (PoD). The Lead Logistics Manager will be assisted by Logistics Managers and Specialists, who should be knowledgeable about the resources necessary and available to accomplish the mission. This position is appointed to the team by the Program Director as recommended by the Program Management Group.

Task Force Leaders

The individuals assigned to fill this position shall have supervisory experience at the company officer level or above. Task Force Leaders shall be appointed by the Program Director as recommended by the Program Management Group and shall have the endorsement of the MOC.

The Task Force Leader will serve as the Chief Officer responsible for administration and management of their assigned Task Force group. This position shall report to the Program Director.

To ensure the proper management and documentation of all necessary functions of the Task Force during deployment, the Task Force Leader is supported by Section Managers.

Section Managers

Personnel assigned to this position should have senior level supervisory experience. Supervisory experience is of secondary consideration to the technical experience required of this position. The Section Manager is responsible for managing Squads or individual specialists in daily and emergency operations. Section Managers shall be recommended by the Program Management Group and appointed by the Program Director.

Squad Officers

Personnel assigned to this position should have first level supervisory experience. Supervisory experience is of secondary consideration to the technical search and rescue experience required of this position. The Squad Officer is responsible for the specific implementation of the task level functions of the search and rescue operations. Squad Officers shall be recommended by the Membership Committee and appointed by the Program Director.

Specialists

Personnel assigned to this position are responsible for carrying out the task level functions of the search and rescue operation. These members must be technically qualified to perform their specialty functions safely. Specialists must be credentialed in at least one specialty and are encouraged to cross-train. The specialist positions include: Rescue Specialists, Technical Search Specialists, Canine Specialists, Communications Specialists, Rigging Specialists, and Hazardous Materials/WMD Specialists, and Logistics Specialists. These personnel are appointed to the team by the Program Director as recommended by the Membership Committee.