

# New Mexico Search and Rescue



## INCIDENT MANAGEMENT TEAM

## FIELD OPERATIONS GUIDE

Version 1

ICS 420-1 INCIDENT COMMAND SYSTEM PUBLICATION

February 2012

## Table of Contents

|                                                 |    |
|-------------------------------------------------|----|
| Table of Figures.....                           | 6  |
| Introduction .....                              | 7  |
| CHAPTER 1 - COMMON RESPONSIBILITIES .....       | 8  |
| COMMON RESPONSIBILITIES .....                   | 8  |
| UNIT LEADER RESPONSIBILITIES .....              | 8  |
| CHAPTER 2 - AREA COMMAND .....                  | 10 |
| POSITION CHECKLISTS.....                        | 11 |
| AREA COMMANDER.....                             | 11 |
| ASSISTANT AREA COMMANDER, PLANNING .....        | 11 |
| ASSISTANT AREA COMMANDER, LOGISTICS.....        | 12 |
| AREA COMMAND AVIATION COORDINATOR .....         | 12 |
| CHAPTER 3 - COMPLEX .....                       | 14 |
| CHAPTER 4 - COMMAND.....                        | 15 |
| ESTABLISHMENT AND TRANSFER OF COMMAND .....     | 15 |
| POSITION CHECKLISTS.....                        | 16 |
| INCIDENT COMMANDER.....                         | 16 |
| INFORMATION OFFICER.....                        | 17 |
| LIAISON OFFICER .....                           | 17 |
| AGENCY REPRESENTATIVES .....                    | 18 |
| SAFETY OFFICER .....                            | 19 |
| CHAPTER 5 - UNIFIED COMMAND .....               | 21 |
| INITIAL UNIFIED COMMAND MEETING CHECKLIST ..... | 22 |
| COMMAND MEETING REQUIREMENTS .....              | 23 |
| CHAPTER 6 - OPERATIONS SECTION .....            | 24 |
| POSITION CHECKLISTS.....                        | 24 |
| OPERATIONS SECTION CHIEF .....                  | 24 |
| OPERATIONS BRANCH DIRECTOR .....                | 25 |
| DIVISION OR GROUP SUPERVISOR.....               | 25 |
| STRIKE TEAM or TASK FORCE LEADER.....           | 26 |
| SINGLE RESOURCE.....                            | 27 |
| STAGING AREA MANAGER .....                      | 27 |

|                                                  |    |
|--------------------------------------------------|----|
| Briefer/Debriefers (B/D) Function .....          | 28 |
| AIR OPERATIONS BRANCH DIRECTOR .....             | 29 |
| AIR TACTICAL GROUP SUPERVISOR .....              | 30 |
| HELICOPTER COORDINATOR .....                     | 31 |
| FIXED WING COORDINATOR .....                     | 32 |
| AIR SUPPORT GROUP SUPERVISOR .....               | 33 |
| HELIBASE MANAGER .....                           | 33 |
| HELISPOT MANAGER .....                           | 34 |
| DECK COORDINATOR .....                           | 35 |
| LOADMASTER (PERSONNEL/CARGO) .....               | 35 |
| PARKING TENDER .....                             | 36 |
| TAKEOFF AND LANDING CONTROLLER .....             | 36 |
| HELIBASE RADIO OPERATOR .....                    | 36 |
| HELICOPTER TIMEKEEPER .....                      | 37 |
| CHAPTER 7 - PLANNING SECTION .....               | 39 |
| PLANNING PROCESS .....                           | 39 |
| POSITION CHECKLISTS .....                        | 40 |
| PLANNING SECTION CHIEF .....                     | 40 |
| RESOURCES UNIT LEADER .....                      | 41 |
| CHECK-IN/STATUS RECORDER .....                   | 41 |
| SITUATION UNIT LEADER .....                      | 42 |
| DISPLAY PROCESSOR .....                          | 42 |
| FIELD OBSERVER .....                             | 43 |
| WEATHER OBSERVER .....                           | 43 |
| DOCUMENTATION UNIT LEADER .....                  | 43 |
| DEMOBILIZATION UNIT LEADER .....                 | 44 |
| TECHNICAL SPECIALISTS .....                      | 44 |
| DAMAGE INSPECTION TECHNICAL SPECIALIST .....     | 45 |
| ENVIRONMENTAL SPECIALIST .....                   | 45 |
| GEOGRAPHICAL INFORMATION SYSTEM SPECIALIST ..... | 46 |
| RESOURCE USE SPECIALIST .....                    | 46 |
| TRAINING SPECIALIST .....                        | 47 |

|                                                      |    |
|------------------------------------------------------|----|
| TECHNICAL SPECIALISTS (NOT OTHERWISE SPECIFIED)..... | 47 |
| CHAPTER 8 - LOGISTICS SECTION .....                  | 50 |
| POSITION CHECKLISTS.....                             | 50 |
| LOGISTICS SECTION CHIEF.....                         | 50 |
| SERVICE BRANCH DIRECTOR .....                        | 51 |
| COMMUNICATIONS UNIT LEADER .....                     | 51 |
| INCIDENT COMMUNICATIONS MANAGER.....                 | 52 |
| MEDICAL UNIT LEADER .....                            | 52 |
| RESPONDER REHABILITATION MANAGER .....               | 53 |
| SAR EMERGENCY MEDICAL TECHNICIAN .....               | 53 |
| FOOD UNIT LEADER.....                                | 57 |
| SUPPORT BRANCH DIRECTOR .....                        | 57 |
| SUPPLY UNIT LEADER .....                             | 58 |
| ORDERING MANAGER.....                                | 58 |
| RECEIVING AND DISTRIBUTION MANAGER .....             | 58 |
| TOOL AND EQUIPMENT SPECIALIST.....                   | 59 |
| FACILITIES UNIT LEADER .....                         | 59 |
| FACILITY MAINTENANCE SPECIALIST .....                | 60 |
| SECURITY MANAGER.....                                | 60 |
| BASE MANAGER .....                                   | 61 |
| CAMP MANAGER .....                                   | 61 |
| GROUND SUPPORT UNIT LEADER .....                     | 62 |
| EQUIPMENT MANAGER .....                              | 62 |
| CHAPTER 9 - FINANCE/ADMINISTRATION SECTION .....     | 65 |
| FINANCE/ADMINISTRATION SECTION .....                 | 65 |
| POSITION CHECKLISTS.....                             | 65 |
| FINANCE/ADMINISTRATION SECTION CHIEF .....           | 65 |
| TIME UNIT LEADER.....                                | 66 |
| EQUIPMENT TIME RECORDER.....                         | 66 |
| PERSONNEL TIME RECORDER .....                        | 67 |
| COMMISSARY MANAGER.....                              | 67 |
| PROCUREMENT UNIT LEADER.....                         | 68 |

|                                                            |     |
|------------------------------------------------------------|-----|
| COMPENSATION/CLAIMS UNIT LEADER .....                      | 68  |
| COMPENSATION FOR INJURY SPECIALIST .....                   | 69  |
| CLAIMS SPECIALIST .....                                    | 69  |
| FINANCE/ADMIN COST UNIT LEADER .....                       | 70  |
| CHAPTER 10 - MULTI-AGENCY COORDINATION SYSTEM (MACS) ..... | 72  |
| MACS FUNCTIONS.....                                        | 72  |
| POSITION CHECKLISTS.....                                   | 72  |
| MAC GROUP COORDINATOR .....                                | 72  |
| MAC GROUP AGENCY REPRESENTATIVES.....                      | 73  |
| SITUATION ASSESSMENT UNIT .....                            | 73  |
| RESOURCES UNIT .....                                       | 74  |
| INFORMATION UNIT .....                                     | 74  |
| CHAPTER 11 COMMUNICATIONS .....                            | 75  |
| Radio Communications .....                                 | 75  |
| Satellite Phone .....                                      | 85  |
| CHAPTER 12 Resource Types .....                            | 86  |
| CHAPTER 13 URBAN SEARCH AND RESCUE .....                   | 87  |
| POSITION DESCRIPTIONS .....                                | 93  |
| ASSISTANT SAFETY OFFICER – URBAN SEARCH AND RESCUE.....    | 93  |
| US&R CANINE SEARCH SPECIALIST .....                        | 93  |
| HEAVY EQUIPMENT AND RIGGING SPECIALIST .....               | 93  |
| US&R TOOL AND EQUIPMENT SPECIALIST .....                   | 94  |
| US&R MEDICAL SPECIALIST.....                               | 95  |
| RESCUE TEAM MANAGER .....                                  | 95  |
| SEARCH TEAM MANAGER .....                                  | 95  |
| US&R TECHNICAL SEARCH SPECIALIST.....                      | 96  |
| US&R STRUCTURES SPECIALIST.....                            | 96  |
| STRUCTURE/HAZARDS MARKING SYSTEM .....                     | 100 |
| STRUCTURE/HAZARDS MARKINGS .....                           | 101 |
| SEARCH MARKINGS Main Entrance Search Marking- .....        | 103 |
| Main Entrance Search Marking- WHEN YOU EXIT .....          | 104 |
| VICTIM MARKING SYSTEM .....                                | 104 |

|                                          |     |
|------------------------------------------|-----|
| EMERGENCY SIGNALING SYSTEM .....         | 105 |
| Appendix A – SAR FORMS .....             | 107 |
| Appendix B – Common SAR Map Symbols..... | 108 |
| Appendix C – Glossary of terms .....     | 110 |

### **Table of Figures**

|                                                           |    |
|-----------------------------------------------------------|----|
| Figure 1 - Area Command Organization.....                 | 10 |
| Figure 2 - Typical Organization .....                     | 14 |
| Figure 3 - Command Staff Organization.....                | 15 |
| Figure 4 - Command and General Staff Planning Cycle ..... | 20 |
| Figure 5 - Operations Section Organization.....           | 24 |
| Figure 6 - Ground Branch Organization Example.....        | 26 |
| Figure 7 - Operations Planning Cycle .....                | 38 |
| Figure 8 - Planning Section Organization .....            | 39 |
| Figure 9 - Planning Section Planning Cycle .....          | 48 |
| Figure 10 - Planning "P" .....                            | 49 |
| Figure 11 - Logistics Section Organization .....          | 50 |
| Figure 12 - FEMT Organization.....                        | 55 |
| Figure 13 - Logistics Planning Cycle .....                | 64 |
| Figure 14 - Finance Section Organization .....            | 65 |
| Figure 15 - Finance Planning Cycle.....                   | 71 |

## **Introduction**

This Field Operations Guide is designed to assist the incident command personnel in the performance of the duties that each individual undertakes when accepting an assignment on a Search and Rescue (SAR) mission in the State of New Mexico. The document assumes a prior working knowledge of ICS and SAR. It is not designed to be a complete training document, but act as a reference document for the Incident Management Team (IMT).

**“...so others may live.”**

# CHAPTER 1 - COMMON RESPONSIBILITIES

## COMMON RESPONSIBILITIES

The following is a checklist applicable to all ICS personnel:

- a) Receive assignment from your agency, including:
  - 1. Job assignment, e.g., Strike Team designation, overhead position, etc.
  - 2. Resource order number and request number
  - 3. Reporting location
  - 4. Reporting time
  - 5. Travel instructions
  - 6. Any special communications instructions, e.g., travel frequency
- b) Upon arrival at the incident, check in at designated Check-in location.  
Check-in may be found at:
  - 1. Incident Command Post
  - 2. Base or Camps
  - 3. Staging Areas
  - 4. Helibases
  - 5. If you are instructed to report directly to a line assignment, check in with the Division/Group Supervisor.
- c) Receive briefing from immediate supervisor.
- d) Acquire work materials.
- e) Conduct all tasks in a manner that ensures safety and welfare of you and your co-workers.
- f) Organize and brief subordinates.
- g) Know the assigned frequency (ies) for your area of responsibility and ensure that communication equipment is operating properly.
- h) Use clear text and ICS terminology (no codes) in all radio communications. All radio communications to the Incident Communications Center will be addressed: "(Incident Name) Communications" e.g., "SAR Communications".
- i) Complete forms and reports required of the assigned position and send through supervisor to Documentation Unit.
- j) Respond to demobilization orders and brief subordinates regarding demobilization.

## UNIT LEADER RESPONSIBILITIES

A number of the Unit Leader responsibilities are common to all units in all parts of the organization. Common responsibilities of Unit Leaders are listed below. These will not be repeated in Unit Leader Position Checklists



in subsequent chapters.

- a) Participate in incident planning meetings as required.
- b) Determine current status of unit activities.
- c) Confirm dispatch and estimated time of arrival of staff and supplies.
- d) Assign specific duties to staff and supervise staff.
- e) Develop and implement accountability, safety and security measures for personnel and resources.
- f) Supervise demobilization of unit, including storage of supplies.
- g) Provide Supply Unit Leader with a list of supplies to be replenished.
- h) Maintain unit records, including Unit/Activity Log (ICS Form 214).

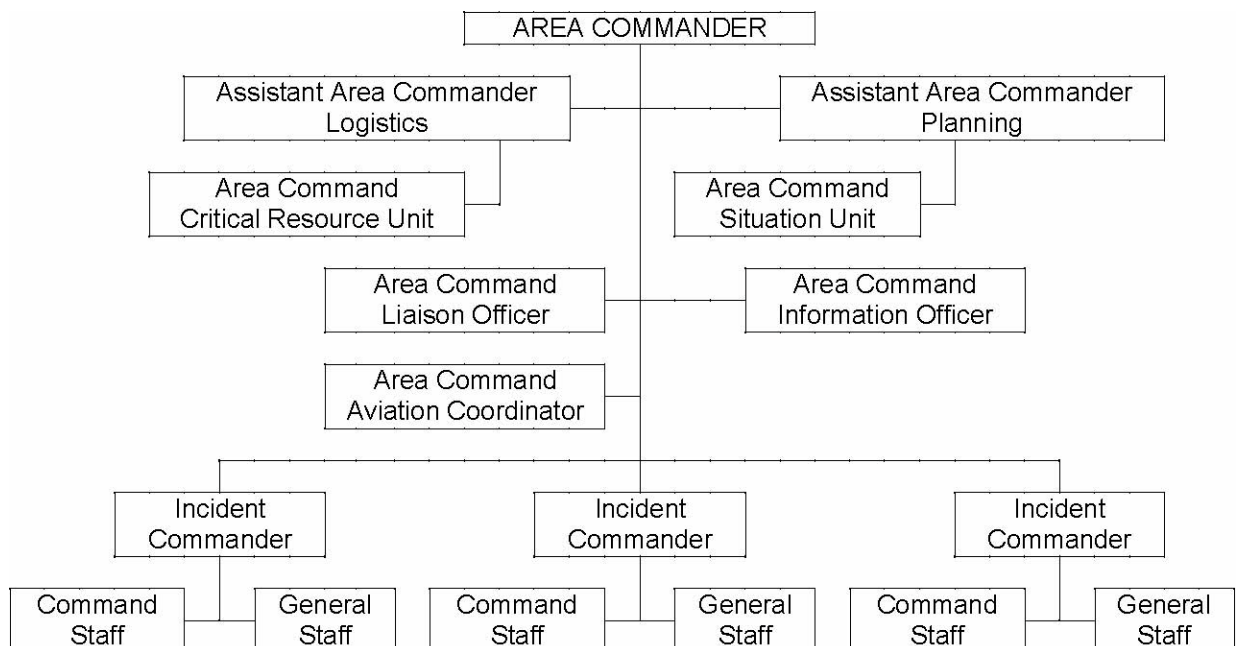
## CHAPTER 2 - AREA COMMAND

Area Command is an expansion of the incident command function primarily designed to manage a very large incident or area that has multiple incident management teams assigned. An Area Command can be established at any time that incidents are close enough that oversight direction is required among incident management teams to ensure conflicts do not arise.

The function of the Area Command is to develop broad objectives for the impacted area and coordinate the development of individual incident objectives and strategies. Additionally, the Area Command will set priorities for the use of critical resources allocated to the incidents assigned to the area.

The organization is normally small with personnel assigned to Command, Planning and Logistics functions. Depending on the complexity of the interface between the incidents, specialists in other areas such as aviation, hazardous materials, the environment, and finance may also be assigned to the Area Command.

**AREA COMMAND ORGANIZATION FOR THREE INCIDENT MANAGEMENT TEAMS**



**Figure 1 - Area Command Organization**

## POSITION CHECKLISTS

**AREA COMMANDER** (Single or Unified Area Command) - The Area Commander is responsible for the overall direction of incident management teams assigned to the same incident or to incidents in close proximity. This responsibility includes ensuring that conflicts are resolved, compatible incident objectives are established and strategies are selected for the use of critical resources.

Area Command also has the responsibility to coordinate with local, state, federal and volunteer organizations and agencies that are operating within the Area.

- a) Obtain briefing from the agency executive(s) on agency expectations, concerns and constraints.
- b) Obtain and carry out delegation of authority from the agency executive for overall management and direction of the incidents within the designated Area Command.
- c) If operating as a Unified Area Command, develop working agreement for how Area Commanders will function together.
- d) Delegate authority to Incident Commanders based on agency expectations, concerns and constraints.
- e) Establish an Area Command schedule and timeline.
- f) Resolve conflicts between incident "realities" and agency executive "wants."
- g) Establish appropriate location for the Area Command facilities.
- h) Determine and implement an appropriate Area Command organization.
- i) Determine need for Technical Specialists to support Area Command.
- j) Obtain incident briefing and Incident Action Plans from Incident Commanders.
- k) Assess incident situations prior to strategy meetings.
- l) Conduct a joint meeting with all Incident Commanders.
- m) Review objectives and strategies for each incident.
- n) Periodically review critical resource needs.
- o) Maintain a close coordination with the agency executive.
- p) Establish priorities for use of critical resources.
- q) Review procedures for interaction within the Area Command.
- r) Approve Incident Commanders' requests for and release of critical resources.
- s) Coordinate and approve demobilization plans.
- t) Maintain log of major actions/decisions.

**ASSISTANT AREA COMMANDER, PLANNING** - The Assistant Area Commander, Planning is responsible for collecting information from incident management teams in order to assess and evaluate potential conflicts in establishing incident objectives, strategies and the priority use of critical

resources.

- a) Obtain briefing from Area Commander.
- b) Assemble information on individual incident objectives and begin to identify potential conflicts and/or ways for incidents to develop compatible operations.
- c) Recommend the priorities for allocation of critical resources to incidents.
- d) Maintain status on critical resource totals (not detailed status).
- e) Ensure that advance planning beyond the next operational period is being accomplished.
- f) Prepare and distribute Area Commander's decisions or orders.
- g) Prepare recommendations for the reassignment of critical resources as they become available.
- h) Ensure demobilization plans are coordinated between incident management teams and agency dispatchers.
- i) Schedule strategy meeting with Incident Commanders to conform to their planning processes.
- j) Prepare Area Command briefings as requested or needed.
- k) Maintain log of major actions/decisions.

**ASSISTANT AREA COMMANDER, LOGISTICS** - The Assistant Area Commander, Logistics is responsible for providing facilities, services and material at the Area Command level, and for ensuring effective use of critical resources and supplies among the incident management teams.

- a) Obtain briefing from the Area Commander.
- b) Provide facilities, services and materials for the Area Command organization.
- c) In the absence of the Area Command Aviation Coordinator, ensure coordinated airspace temporary flight restrictions are in place and understood.
- d) Ensure coordinated communication links and frequencies are in place.
- e) Assist in the preparation of Area Command decisions.
- f) Ensure the continued effective and priority use of critical resources among the incident management teams.
- g) Maintain log of major actions/decisions.

**AREA COMMAND AVIATION COORDINATOR** - Technical Specialist responsible for ensuring effective use of critical aviation resources among multiple management teams.

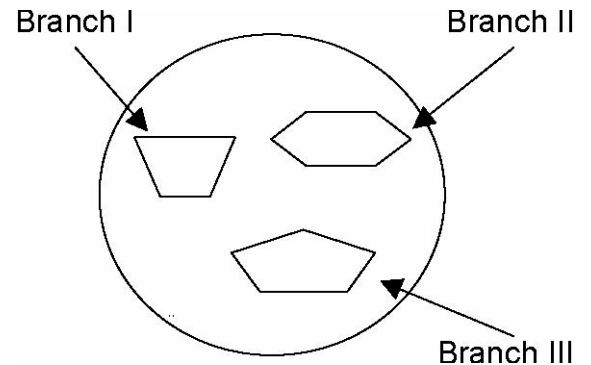
- a) Obtains briefing from Area Commander.
- b) Coordinates with local unit(s) aviation managers, dispatch centers, and aviation facility managers.

- c) Monitors incident(s) aviation cost, efficiency, and safety. Ensures agency rules, regulations, and safety procedures are followed.
- d) Provide to incidents local initial attack forces and other interested parties with an area aviation plan that outlines Area Command aviation procedures and specifics of the area aviation operation.
- e) Allocates air and ground based aviation resources according to Area Command priorities and objectives.
- f) Ensures inter-incident movement of aircraft is planned and coordinated.
- g) Coordinates with local and adjacent initial attack aircraft bases and local dispatch to ensure that procedures for transiting incident area and corridors are in place. Ensures flight following procedures, entry/exit routes and corridors, hazards, frequencies and incident air space are known to all affected.
- h) Coordinates with Incident Air Operations Branch Directors, dispatch, FAA, DOD, and local aviation authorities and administrators to ensure that Temporary Flight Restrictions are in place, coordinated, and do not overlap. Ensures that potential risks of operating on, near, or within Military Training Routes and Special-Use Airspace have been mitigated.
- i) Coordinates the scheduling and movement of aviation safety assistance teams among incidents.
- j) Assists incidents by coordinating with Contracting Officers, local aviation managers, and vendors concerning a variety of issues (fueling, contract modifications, contract extensions, etc.).
- k) Coordinates with military officials and agency representatives concerning the assignments, utilization, status, and disposition of military aviation assets.
- l) Ensures that a process is in place for timely transmittal of incident reports and oversees the process to ensure corrective action is taken.
- m) Coordinates with incident, dispatch, and coordination centers to determine availability and status of committed and uncommitted of aviation resources, and to give status reports and situation appraisals for aviation assets and resources.
- n) Coordinate with Incident Air Operations Branch Directors, Communication Unit Leaders, frequency coordinators, coordination centers and initial attack dispatch to establish coordinated aviation communications plans to ensure aviation frequency management.
- o) Coordinates and manages aviation program and operations if aviation assets are assigned to Area Command.

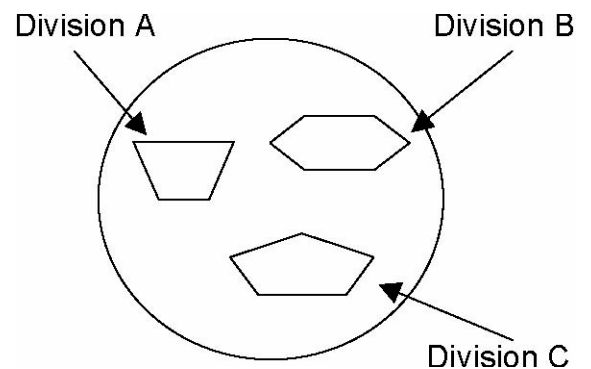
## CHAPTER 3 - COMPLEX

A complex is two or more individual incidents located in the same general proximity assigned to a single Incident Commander or Unified Command to facilitate management. These incidents are typically limited in scope and complexity and can be managed by a single entity.

These diagrams at the right illustrate a number of incidents in the same general proximity. These incidents may be identified as Branches or Divisions within the Operations Section.



Management responsibility for all of these incidents has been assigned to a single incident management team. A single incident may be complex, but it is not referred to as a "Complex." A complex may be in place with or without the use of Unified and/or Area Command.



A typical organization would be as follows:

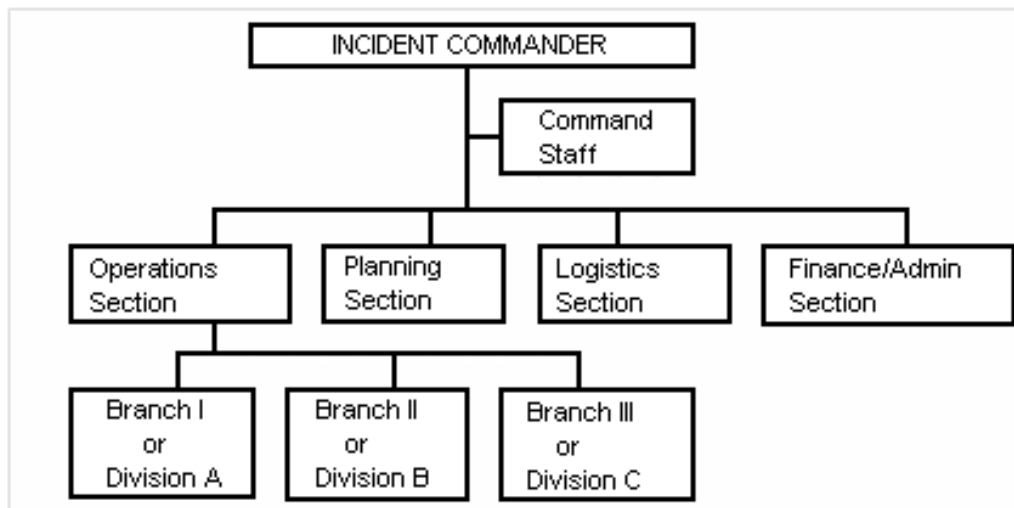


Figure 2 - Typical Organization

## CHAPTER 4 - COMMAND

### ORGANIZATION CHART

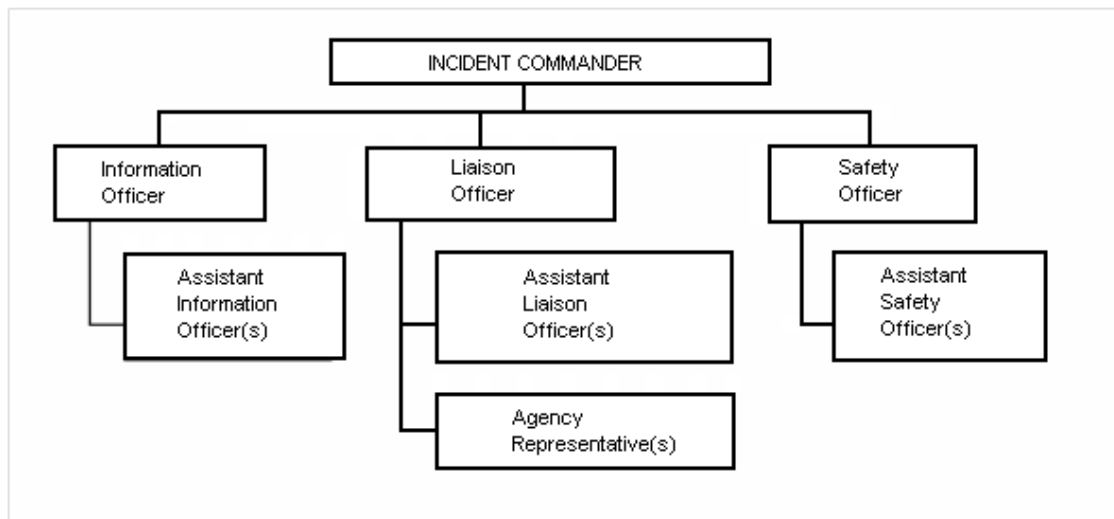


Figure 3 - Command Staff Organization

### ESTABLISHMENT AND TRANSFER OF COMMAND

Command is initially established by the highest-ranking official of the jurisdictional agency (ies) at the scene of the incident. The Incident Commander is responsible for overall management of the incident. It is his/her responsibility to prepare the Incident Objectives that, in turn, will be the foundation upon which subsequent incident action planning will be based. Incident Objectives will be based on the requirements of the agency and the incident. They should be broad, measurable and follow an ordered sequence of events.

The Transfer of Command checklist below provides a basic guideline that can be used in almost any incident situation. This information may be captured on the Incident Briefing (ICS Form 201). However, agency policies and incident specific issues may require alterations to the transfer of command process.

When it is determined that a Transfer of Command (face-to-face) briefing needs to take place, the minimum essential information should include the following:

- a) Situation Status
- b) Objectives and Priorities
- c) Current Organization

- d) Resource Assignments
- e) Resources in route and/or Ordered
- f) Facilities Established
- g) Communications Plan
- h) Prognosis, Concerns – Related Issues

As incidents grow in size or complexity, most agencies will transfer command one or more times. Whenever the transfer of command briefing takes place, the information conveyed should be recorded and displayed for easy retrieval and subsequent briefings.

## POSITION CHECKLISTS

**INCIDENT COMMANDER** - The Incident Commander's responsibility is the overall management of the incident. On most incidents, a single Incident Commander carries out the command activity, however, Unified Command may be appropriate. The Incident Commander is selected by qualifications and experience.

The Incident Commander may have a Deputy, who may be from the same agency, or from an assisting agency. Deputies may also be used at section and branch levels of the ICS organization. Deputies must have the same qualifications as the person for whom they work for, as they must be ready to take over that position at any time.

- a) Review Common Responsibilities (Page 8).
- b) Assess the situation and/or obtain a briefing from the prior Incident Commander.
- c) Determine Incident Objectives and strategy.
- d) Establish the immediate priorities.
- e) Establish an Incident Command Post.
- f) Consider the need for Unified Command
- g) Establish an appropriate organization.
- h) Ensure planning meetings are scheduled as required.
- i) Approve and authorize the implementation of an Incident Action Plan.
- j) Ensure that adequate safety and personnel accountability measures are in place.
- k) Coordinate activity for all Command and General Staff.
- l) Coordinate with key people and officials.
- m) Approve requests for additional resources or for the release of resources.
- n) Keep agency administrator informed of incident status.
- o) Approve the use of trainees, volunteers, and auxiliary personnel.
- p) Authorize release of information to the news media.



- q) Ensure Incident Status Summary (ICS Form 209) is completed and forwarded to appropriate higher authority.
- r) Order the demobilization of the incident when appropriate.
- s) Maintain Unit/Activity Log (ICS Form 214).

**INFORMATION OFFICER** - The Information Officer is responsible for developing and releasing information about the incident to the news media, to incident personnel, and to other appropriate agencies and organizations.

Only one Information Officer will be assigned for each incident, including incidents operating under Unified Command and multi-jurisdiction incidents. The Information Officer may have Assistant Information Officers as necessary, and the Assistant Information Officers may also represent assisting agencies or jurisdictions.

- a) Agencies have different policies and procedures relative to the handling of public information. The following are the major responsibilities of the Information Officer that would generally apply on any incident:
- b) Review Common Responsibilities (Page 8).
- c) Determine from the Incident Commander if there are any limits on information release.
- d) Develop material for use in media briefings.
- e) Obtain Incident Commander's approval of media releases.
- f) Inform media and conduct media briefings.
- g) Arrange for tours and other interviews or briefings that may be required.
- h) Obtain media information that may be useful to incident planning.
- i) Maintain current information summaries and/or displays on the incident and provide information on status of incident to assigned personnel.
- j) Assign Assistant Information Officers as appropriate.
- k) Maintain Unit/Activity Log (ICS Form 214).

**LIAISON OFFICER** - Incidents that are multi-jurisdictional, or have several agencies involved, may require the establishment of the Liaison Officer position on the Command Staff.

Only one Liaison Officer will be assigned for each incident, including incidents operating under Unified Command and multi-jurisdiction incidents. The Liaison Officer may have assistants as necessary, and the assistants may also represent assisting agencies or jurisdictions. The Liaison Officer is the point of contact for the Agency Representatives assigned to the incident by assisting or cooperating agencies.

- a) Review Common Responsibilities (Page 8).

- b) Be a contact point for Agency Representatives.
- c) Maintain a list of assisting and cooperating agencies and Agency Representatives.
- d) Assist in establishing and coordinating interagency contacts.
- e) Keep agencies supporting the incident aware of incident status.
- f) Monitor incident operations to identify current or potential inter-organizational problems.
- g) Participate in planning meetings, providing current resource status, including limitations and capability of assisting agency resources.
- h) Assign Assistant Liaison Officer(s) as appropriate.
- i) Maintain Unit/Activity Log (ICS Form 214).

**AGENCY REPRESENTATIVES** - In many multi-jurisdiction incidents, an agency or jurisdiction will send a representative to assist in coordination efforts.

An Agency Representative is an individual assigned to an incident from an assisting or cooperating agency who has been delegated authority to make decisions on matters affecting that agency's participation at the incident.

Agency Representatives report to the Liaison Officer, or to the Incident Commander in the absence of a Liaison Officer.

- a) Review Common Responsibilities (Page 8).
- b) Ensure that all agency resources are properly checked-in at the incident.
- c) Obtain briefing from the Liaison Officer or Incident Commander.
- d) Inform assisting or cooperating agency personnel on the incident that the Agency Representative position for that agency has been filled.
- e) Attend briefings and planning meetings as required.
- f) Provide input on the use of agency resources unless resource technical specialists are assigned from the agency.
- g) Cooperate fully with the Incident Commander and the General Staff on agency involvement at the incident.
- h) Ensure the well being of agency personnel assigned to the incident.
- i) Advise the Liaison Officer of any special agency needs or requirements.
- j) Report to home agency dispatch or headquarters on a prearranged schedule.
- k) Ensure that all agency personnel and equipment are properly accounted for and released prior to departure.
- l) Ensure that all required agency forms, reports and documents are complete prior to departure.
- m) Have a debriefing session with the Liaison Officer or Incident Commander prior to departure.
- n) Maintain Unit/Activity Log (ICS Form 214).

**SAFETY OFFICER** - The Safety Officer's function is to develop and recommend measures for assuring personnel safety, and to assess and/or anticipate hazardous and unsafe situations. Having full authority of the Incident Commander, the Safety Officer can exercise emergency authority to stop or prevent unsafe acts.

Only one Safety Officer will be assigned for each incident. The Safety Officer may have Assistant Safety Officers as necessary, and the Assistant Safety Officers may also come from assisting agencies or jurisdictions as appropriate. Assistant Safety Officers may have specific responsibilities such as air operations, urban search and rescue, hazardous materials, or for specific geographic or functional areas of the incident.

- a) Review Common Responsibilities (Page 8).
- b) Participate in planning meetings.
- c) Identify hazardous situations associated with the incident.
- d) Review the Incident Action Plan for safety implications.
- e) Exercise emergency authority to stop or prevent unsafe acts and communicate such exercise of authority to the Incident Command.
- f) Investigate accidents that have occurred within the incident area.
- g) Assign Assistant Safety Officers as needed.
- h) Conduct and prepare an Incident Safety Analysis (ICS Form 215A) as appropriate.
- i) Initiate appropriate mitigation measures, i.e., Personnel Accountability, SAR EMT's,
- j) Rapid Intervention Crew/Company, etc.
- k) Develop and communicate an incident safety message as appropriate.
- l) Review and approve the Medical Plan (ICS Form 206).
- m) Review and approve the Site Safety and Control Plan (ICS Form 208) as required.
- n) Maintain Unit/Activity Log (ICS Form 214).

## Command and General Staff Planning Cycle Guide

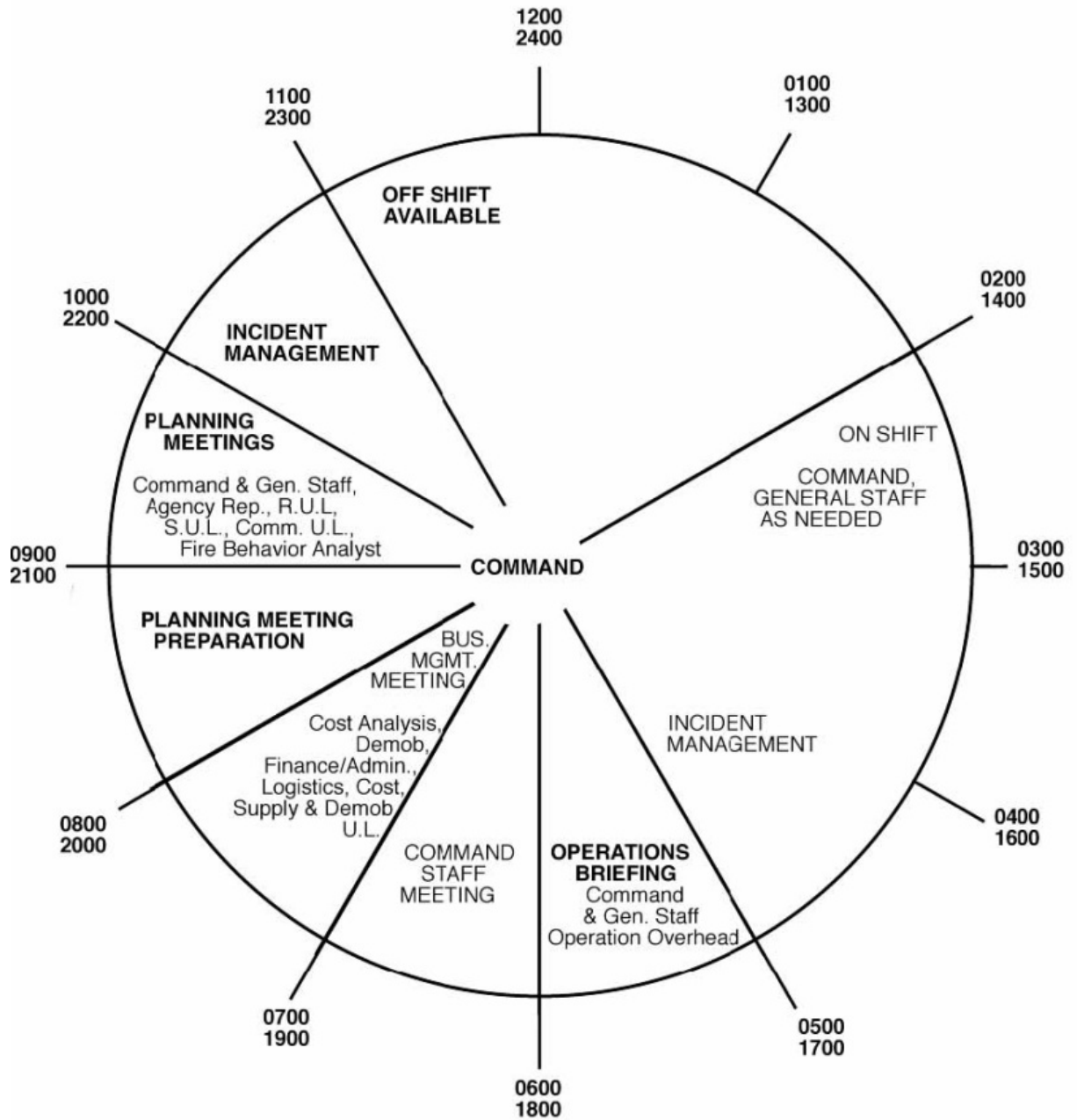


Figure 4 - Command and General Staff Planning Cycle

Example Based on 12-Hour Operational Period

## CHAPTER 5 - UNIFIED COMMAND

Experience has proven that at incidents involving multi-agencies, there is a critical need for integrating management of resources into one operational organization that is managed and supported by one command structure. This is best established through an integrated, multi-disciplined organization. In the ICS, employing what is known as Unified Command fills this critical need.

Unified Command is a team effort that allows all agencies with jurisdictional responsibility for an incident, either geographical or functional, to participate in the management of the incident. This participation is demonstrated by developing and implementing a common set of incident objectives and strategies that all can subscribe to, without losing or abdicating agency authority, responsibility or accountability. Those organizations that participate in Unified Command should have statutory responsibility for some portion of the incident or event. Assisting and cooperating agencies with no statutory responsibility that nonetheless contribute resources to the incident should not function at the Unified Command level. These agencies should instead, assign Agency Representatives to effectively represent their agencies and resources through the Liaison Officer. In these ways, the principles that define Unified Command provide all of the necessary mechanisms for organizational representation and interagency management within a multi-agency incident response.

At a local level, frequent training and realistic exercises involving those agencies that may be represented at actual incidents should be considered a prerequisite for successful management of multi-agency incidents. These activities serve to familiarize each participating agency of their respective roles and responsibilities and clarify the capabilities and limitations of each agency. For example, a planned event such as a parade or air show may provide an opportunity for local, state and federal agencies to operate in a Unified Command structure.

A successfully managed multi-agency incident will occur only when the participating agencies' personnel have confidence in each other's competencies, authorities, responsibilities, and limitations as they relate to the incident. Beyond the associated processes, guidelines, and exercises, is the requirement for an attitude of cooperation. Coordinated strategy, tactics, and resource utilization to accomplish incident control must be the focus of all agencies at the scene.

Within a Unified Command, one person is selected as spokesperson for the groups. Typically, the person representing the agency with the highest resource commitment or most visible activity on the incident is selected. In some cases, this task may simply be assigned to the person with the most experience.

Unified Command incorporates the following principles:

- a) One set of objectives is developed for the entire incident.
- b) A collective approach to developing strategies to achieve incident goals.
- c) Improved information flow and coordination between all jurisdictions and agencies involved in the incident.
- d) All agencies with responsibility for the incident have an understanding of one another's priorities and restrictions.
- e) No agency's authority or legal requirements will be compromised or neglected.
- f) Each agency is fully aware of the plans, actions and constraints of all others.
- g) The combined efforts of all agencies are optimized as they perform their respective assignments under a single Incident Action Plan.
- h) Duplicative efforts are reduced or eliminated, thus reducing cost and chances for frustration and conflict.

### **INITIAL UNIFIED COMMAND MEETING CHECKLIST**

It is essential to begin unified planning as early as possible. Initiate Unified Command as soon as two or more agencies having jurisdictional or functional responsibilities come together on an incident. It is especially important on those incidents where there may be competing priorities based on agency responsibilities.

All of the jurisdictional agency's Incident Commanders need to get together before the first operational period planning meeting in an Initial Unified Command Meeting. This meeting provides the responsible agency officials with an opportunity to discuss and concur on important issues prior to joint incident action planning. The agenda for the command meeting should include the following:

- a) State jurisdictional/agency priorities and objectives.
- b) Present jurisdictional limitations, concerns, and restrictions.
- c) Develop a collective set of incident objectives.
- d) Establish and agree on acceptable priorities.
- e) Adopt an overall strategy or strategies to accomplish objectives.
- f) Agree on the basic organization structure.
- g) Designate the most qualified and acceptable Operations Section Chief.
- h) The Operations Section Chief will normally be from the jurisdiction or agency that has the greatest involvement in the incident, although that is not essential.
- i) Agree on General Staff personnel designations and planning, logistical, and finance agreements and procedures.

- j) Agree on the resource ordering process to be followed.
- k) Agree on cost-sharing procedures.
- l) Agree on informational matters.
- m) Designate one agency official to act as the Unified Command spokesperson.

The members of the Unified Command must be authorized to perform certain activities and actions on behalf of the jurisdiction or agency they represent. Such activities include, ordering of additional resources in support of the Incident Action Plan, possible loaning or sharing of resources to other jurisdictions, and agree to financial cost-sharing arrangements with participating agencies.

## COMMAND MEETING REQUIREMENTS

Unified Incident Commanders should meet prior to the Incident Planning Meeting to discuss a number of key items. This meeting will serve to clarify issues and provide direction to other incident personnel who will develop the formal Incident Action Plan.

The following checklist provides a series of items to be addressed during the meeting among Incident Commanders where the development of incident strategy and objectives is done.

- a) The Command Meeting should include only agency Incident Commanders.
- b) The meeting should be brief, and important points should be documented. The important points should include agency capabilities and limitations, functional and jurisdictional responsibilities and the individual agency's objectives.
- c) Prior to the meeting, the respective responsible officials should have reviewed the purposes and agenda items described above, and be prepared to discuss them.

The end result of the planning process will be a single Incident Action Plan that addresses multi-jurisdiction or multi-agency priorities and objectives, and provides an appropriate level of tactical direction and resource assignments for the unified effort.

## CHAPTER 6 - OPERATIONS SECTION

### ORGANIZATION CHART

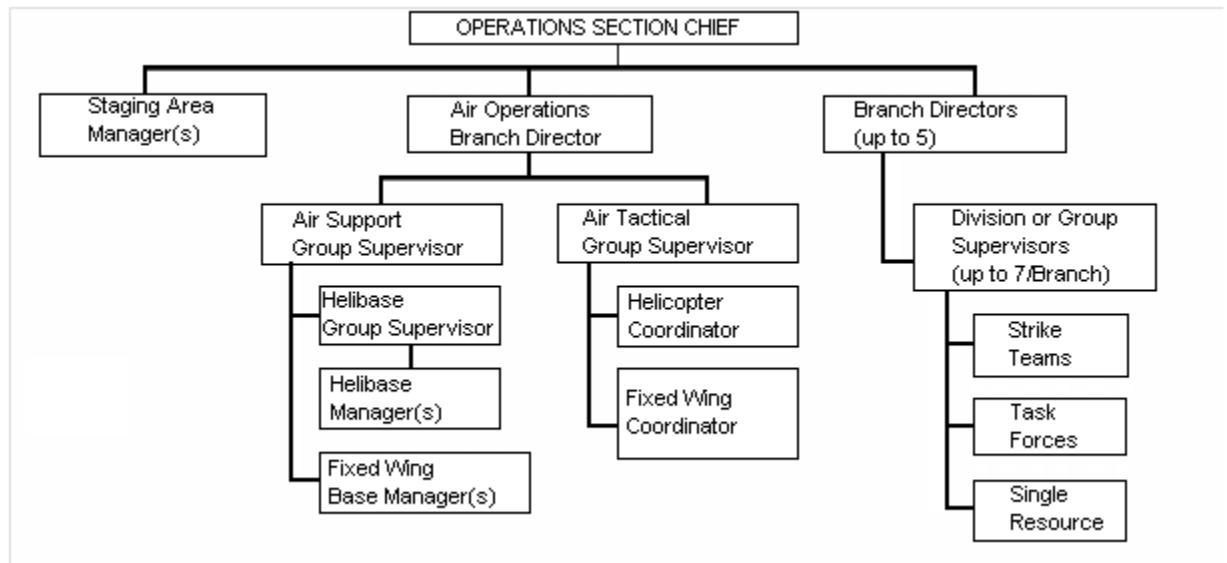


Figure 5 - Operations Section Organization

### POSITION CHECKLISTS

**OPERATIONS SECTION CHIEF** - The Operations Section Chief, a member of the General Staff, is responsible for the management of all operations directly applicable to the primary mission ensuring the overall safety and welfare of all Section personnel. The Operations Chief activates and supervises organization elements in accordance with the Incident Action Plan and directs its execution. The Operations Chief also directs the preparation of unit operational plans, requests or releases resources, makes expedient changes to the Incident Action Plan as necessary, and reports such to the Incident Commander. The Deputy Operations Section Chief may be assigned for specific tasks, i.e., planning operations, day/night operations, etc.

- a) Review Common Responsibilities (Page 8).
- b) Develop the operations portion of the Incident Action Plan and complete the appropriate ICS Form 215 as appropriate.
- c) Brief and assign Operations Section personnel in accordance with Incident Action Plan.
- d) Supervise Operations Section ensuring safety and welfare of all personnel.
- e) Determine need and request additional resources.
- f) Review suggested list of resources to be released and initiate recommendation for release of resources.



- g) Assemble and disassemble Strike Teams and Task Forces assigned to Operations Section.
- h) Report information about special activities, events, and occurrences to Incident Commander.
- i) Maintain Unit/Activity Log (ICS Form 214).

**OPERATIONS BRANCH DIRECTOR** - Operations Branch Directors are under the direction of the Operations Section Chief, and are responsible for the implementation of the portion of the Incident Action Plan appropriate to the geographical and functional Branches.

- a) Review Common Responsibilities (Page 8).
- b) Develop with subordinates, alternatives for Branch control operations.
- c) Attend planning meetings at the request of the Operations Section Chief.
- d) Review Division/Group Assignment Lists (ICS Form 204) for Divisions or Groups within Branch. Modify lists based on effectiveness of current operations.
- e) Assign specific work tasks to Division and Group Supervisors.
- f) Supervise Branch operations.
- g) Resolve logistical problems reported by subordinates.
- h) Report to Operations Section Chief when the Incident Action Plan is to be modified, additional resources are needed, surplus resources are available, or when hazardous situations or significant events occur.
- i) Approve accident and medical reports (home agency forms) originating within the Branch.
- j) Maintain Unit/Activity Log (ICS Form 214).

**DIVISION OR GROUP SUPERVISOR** – Division and Group Supervisors report to the Operations Section Chief (or Branch Director when activated). The Supervisor is responsible for the implementation of the assigned portion of the Incident Action Plan. They are also responsible for the assignment of resources within the Division or Group, reporting on the progress of control operations, and the status of resources within the Division or Group. Division Supervisors are assigned to a specific geographical area of an incident. Group Supervisors are assigned to accomplish specific functions within the incident (i.e. Hazardous Material, Medical).

- a) Review Common Responsibilities (Page 8).
- b) Implement Incident Action Plan for Division or Group.
- c) Provide Incident Action Plan to Strike Team Leaders, when available.
- d) Identify increments assigned to the Division or Group.

- e) Review assignments and incident activities with subordinates and assign tasks.
- f) Ensure that Incident Communications and/or Resources Unit is advised of all changes in status of resources assigned to the Division or Group.
- g) Coordinate activities with adjacent Divisions or Groups.
- h) Determine need for assistance on assigned tasks.
- i) Submit situation and resources status information to Branch Director or Operations Section Chief.
- j) Report hazardous situations, special occurrences, or significant events (e.g., accidents, sickness) to immediate supervisor.
- k) Ensure that assigned personnel and equipment get to and from assignments in a timely and orderly manner.
- l) Resolve logistics problems within the Division or Group.
- m) Participate in the development of tactical plans for next operational period.
- n) Maintain Unit/Activity Log (ICS Form 214).

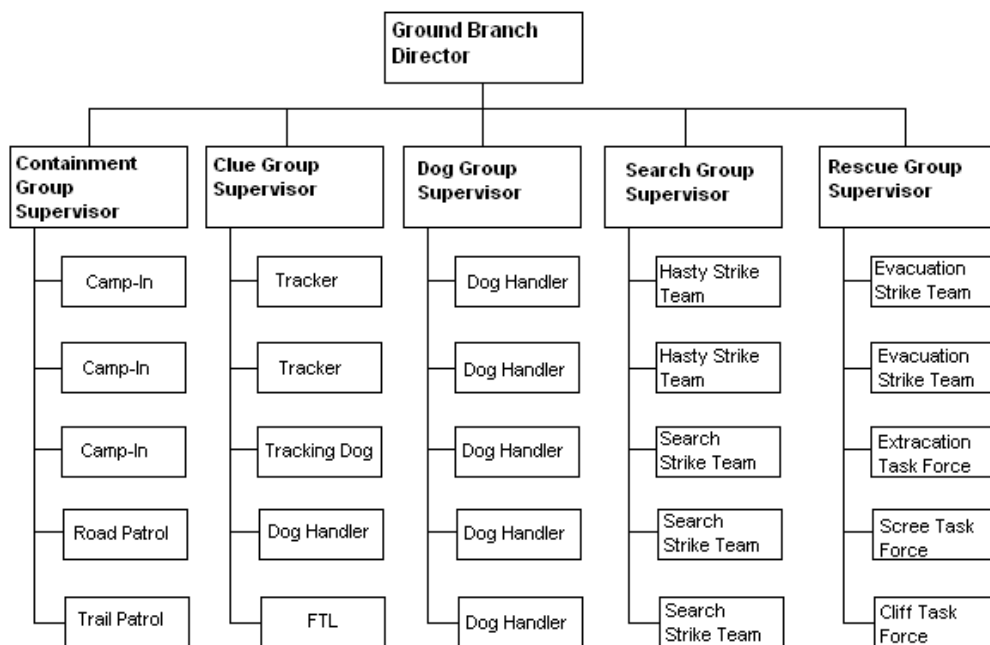


Figure 6 - Ground Branch Organization Example

**STRIKE TEAM or TASK FORCE LEADER** - The Strike Team or Task Force Leader (aka Field Team Leader) reports to a Division Supervisor or Group Supervisor and is responsible for performing tactical assignments assigned to the Strike Team or Task Force. The Leader reports work progress and status of resources, maintains work records on assigned personnel, and relays other important information to their supervisor.

- a) Review Common Responsibilities (Page 8).
- b) Review assignments with subordinates and assigns tasks.
- c) Monitor work progress and make changes when necessary.
- d) Coordinate activities with adjacent strike teams, task forces and single resources.
- e) Travel to and from active assignment area with assigned resources.
- f) Retain control of assigned resources while in available or out-of-service status.
- g) Submit situation and resource status information to Division/Group Supervisor.
- h) Maintain Unit/Activity Log (ICS Form 214).

**SINGLE RESOURCE** - The person in charge of a single tactical resource will carry the unit designation of the resource.

- a) Review Common Responsibilities (Page 8).
- b) Review assignments.
- c) Obtain necessary equipment/supplies.
- d) Review weather/environmental conditions for assignment area.
- e) Brief subordinates on safety measures.
- f) Monitor work progress.
- g) Ensure adequate communications with supervisor and subordinates.
- h) Keep supervisor informed of progress and any changes.
- i) Inform supervisor of problems with assigned resources.
- j) Brief relief personnel, and advise them of any change in conditions.
- k) Return equipment and supplies to appropriate unit.
- l) Complete and turn in all time and use records on personnel and equipment.
- m) Maintain Unit/Activity Log (ICS Form 214).

**STAGING AREA MANAGER** - The Staging Area Manager is responsible for managing all activities within a Staging Area.

- a) Review Common Responsibilities (Page 8).
- b) Proceed to Staging Area.
- c) Establish Staging Area layout.
- d) Determine any support needs for equipment, feeding, sanitation and security.
- e) Establish check-in function as appropriate.
- f) Post areas for identification and traffic control.
- g) Request maintenance service for equipment at Staging Area as appropriate.
- h) Respond to request for resource assignments. (Note: This may be direct

- from Operations Section or via the Incident Communications Center).
- i) Obtain and issue receipts for radio equipment and other supplies distributed and received at Staging Area.
- j) Determine required resource levels from the Operations Section Chief.
- k) Advise the Operations Section Chief when reserve levels reach minimums.
- l) Maintain and provide status to Resources Unit of all resources in Staging Area.
- m) Maintain Staging Area in orderly condition.
- n) Demobilize Staging Area in accordance with Incident Demobilization Plan.
- o) Maintain Unit/Activity Log (ICS Form 214).

**Briefer/Debriefer (B/D) Function** – The Briefing/Debriefing function is responsible for obtaining the Task Assignment Form (TAF) and providing the Field Team Leader (FTL) with a complete picture of what is expected of the tasks and other relevant information. Upon the teams return the B/D interviews the FTL to obtain pertinent information. The B/D also ensures appropriate documentation occurs.

- a) Review Common Responsibilities (Page 8).
- b) Review assignments.
- c) Obtain necessary equipment/supplies.
- d) Ensure strike team/task force has subject information
- e) Ensure strike team/task force has appropriate field map(s)
- f) Brief strike team/task force on:
  - a. Task description, rationale for task and how it fits into plan
  - b. Allow team to view mission maps
  - c. Possible terrain and foliage
  - d. Target thoroughness of task (POD)
  - e. State other teams in or around sector
  - f. State if other teams or activity occurred in sector previously
  - g. Give finding subject procedure
  - h. Give medical procedure
  - i. Review radio procedures and protocols
  - j. Ensure required equipment is properly check-out
  - k. Give transportation plan
  - l. Review media release information and procedures
- g) Collect original TAF (ICS Form 204) with copy of task map
- h) Staple material together and pass on to supervisor
- i) Ensure task placed on mission map
- j) Debrief strike team/task force
  - a. Collect TAF and other pertinent documentation
  - b. Record area actually covered, and how, on field map

- c. Record safety hazards and map changes and ensure changes are placed on mission maps
- d. Ensure clues, clue location and clue status are entered onto clue log and clue map
- e. Record area that needs to be checked again. Pass recommendations to supervisor
- f. Determine terrain encountered
- g. Determine morale of team in field. Determine food and water needs of team
- h. Ask and record resource specific questions
- i. Determine spread between searchers
- j. Determine thoroughness of tasks
- k. Determine if FTL has any comments or suggestions for staff
- l. Ensure issued equipment is returned and checked in
- m. Remind FTL of safety procedures (getting sleeping, checking for ticks, fluids, etc)
- n. Thank the FTL
- o. Collect all paperwork, staple and deliver to supervisor
- p. Ensure mission map is updated to show task thoroughness
- q. Inform supervisor, OPS, staging manager of availability of FTL and team

**AIR OPERATIONS BRANCH DIRECTOR** - The Air Operations Branch Director, who is ground based, is primarily responsible for preparing the air operations portion of the Incident Action Plan. The plan will reflect agency restrictions that have an impact on the operational capability or utilization of resources (e.g., night flying, hours per pilot). After the plan is approved, Air Operations is responsible for implementing its strategic aspects--those that relate to the overall incident strategy as opposed to those that pertain to tactical operations (specific target selection).

Additionally, the Air Operations Branch Director is responsible for providing logistical support to helicopters operating on the incident. The Air Tactical Group Supervisor working with ground and air resources normally performs specific tactical activities (such as target selection and suggested modifications to specific tactical actions in the Incident Action Plan).

- a) Review Common Responsibilities (Page 8).
- b) Organize preliminary air operations.
- c) Request declaration (or cancellation) of restricted air space area, (FAA Regulation 91.137).
- d) Participate in preparation of the Incident Action Plan through Operation Section Chief. Ensure that the Air Operations portion of the Incident

Action Plan takes into consideration the Air Traffic Control requirements of assigned aircraft.

- e) Perform operational planning for air operations.
- f) Prepare and provide Air Operations Summary (ICS Form 220) to the Air Support Group and Fixed-Wing Bases.
- g) Determine coordination procedures for use by air organization with ground Branches, Divisions or Groups.
- h) Coordinate with appropriate Operations Section personnel.
- i) Supervise all Air Operations activities associated with the incident.
- j) Evaluate Helibase locations.
- k) Establish procedures for emergency reassignment of aircraft.
- l) Schedule approved flights of non-incident aircraft in the restricted air space area.
- m) Coordinate and schedule infrared aircraft flights.
- n) Coordinate with Operations Coordination Center (OCC) through normal channels on incident air operations activities.
- o) Inform the Air Tactical Group Supervisor of the air traffic situation external to the incident.
- p) Consider requests for non-tactical use of incident aircraft.
- q) Resolve conflicts concerning non-incident aircraft.
- r) Coordinate with Federal Aviation Administration (FAA).
- s) Update air operations plans.
- t) Report to the Operations Section Chief on air operations activities.
- u) Report special incidents/accidents.
- v) Arrange for an accident investigation team when warranted.
- w) Maintain Unit/Activity Log (ICS Form 214).

**AIR TACTICAL GROUP SUPERVISOR** - The Air Tactical Group Supervisor is primarily responsible for the coordination of aircraft operations when fixed and/or rotary-wing aircraft are operating on an incident. The Air Tactical Group Supervisor performs these coordination activities while airborne. The Air Tactical Group Supervisor reports to the Air Operations Branch Director.

- a) Review Common Responsibilities (Page 8).
- b) Determine what aircraft (fixed wing and helicopters) are operating within area of assignment.
- c) Manage air tactical activities based upon Incident Action Plan.
- d) Establish and maintain communications and Air Traffic Control with pilots, Air Operations, Helicopter Coordinator, Fixed Wing Coordinator, Air Support Group (usually Helibase Manager), and fixed wing support bases.
- e) Coordinate approved flights of non-incident aircraft or non-tactical flights in restricted air space area.

- f) Obtain information about air traffic external to the incident.
- g) Receive reports of non-incident aircraft violating restricted air space area.
- h) Make tactical recommendations to approved ground contact (Operations Section Chief, Branch Director, or Division/Group Supervisor).
- i) Inform Air Operations Branch Director of tactical recommendations affecting the air operations portion of the Incident Action Plan.
- j) Report on Air Operations activities to the Air Operations Branch Director. Advise Air Operations immediately if aircraft mission assignments are causing conflicts in the Air Traffic Control System.
- k) Report on incidents/accidents.
- l) Maintain Unit/Activity Log (ICS Form 214).

**HELICOPTER COORDINATOR** - The Helicopter Coordinator is primarily responsible for coordinating tactical or logistical helicopter mission(s) at the incident. The Helicopter Coordinator can be airborne or on the ground operating from a high vantage point. The Helicopter Coordinator reports to the Air Tactical Group Supervisor. Activation of this position is contingent upon the complexity of the incident and the number of helicopters assigned. There may be more than one Helicopter Coordinator assigned to an incident.

- a) Review Common Responsibilities (Page 8).
- b) Determine what aircraft (fixed wing and helicopters) are operating within incident area of assignment.
- c) Survey assigned incident area to determine situation, aircraft hazards and other potential problems.
- d) Coordinate Air Traffic Control with pilots, Air Operations Branch Director, Air Tactical Group Supervisor, Fixed Wing Coordinator and the Air Support Group (usually Helibase Manager) as the situation dictates.
- e) Coordinate the use of assigned ground-to-air and air-to-air communications frequencies with the Air Tactical Group Supervisor, Communications Unit, or local agency dispatch center.
- f) Ensure that all assigned helicopters know appropriate operating frequencies.
- g) Coordinate geographical areas for helicopter operations with Air Tactical Group Supervisor and make assignments.
- h) Determine and implement air safety requirements and procedures.
- i) Ensure that approved night flying procedures are in operation.
- j) Receive assignments, brief pilots, assign missions, and supervise helicopter activities.
- k) Coordinate activities with Air Tactical Group Supervisor, Fixed Wing Coordinator, Air Support Group and ground personnel.
- l) Maintain continuous observation of assigned helicopter-operating area and inform Air Tactical Group Supervisor of incident conditions including

any aircraft malfunction or maintenance difficulties, and anything that may affect the incident.

- m) Inform Air Tactical Group Supervisor when mission is completed and reassign helicopter as directed.
- n) Request assistance or equipment as required.
- o) Report incidents or accidents to Air Operations Branch Director and Air Tactical Group Supervisor immediately.
- p) Maintain Unit/Activity Log (ICS Form 214).

**FIXED WING COORDINATOR** - The Fixed Wing Coordinator is primarily responsible for coordinating assigned fixed wing aircraft operations at the incident. The Coordinator, who is always airborne, reports to the Air Tactical Group Supervisor. Activation of this position is contingent upon the need or upon complexity of the incident.

- a) Review Common Responsibilities (Page 8).
- b) Determine all aircraft including fixed wing and helicopters operating within incident area of assignment.
- c) Survey incident area to determine situation, aircraft hazards and other potential problems.
- d) Coordinate the use of assigned ground-to-air and air-to-air communications frequencies with Air Tactical Group Supervisor, Communications Unit or local agency dispatch center and establish tactical air-to-air radio frequencies.
- e) Ensure fixed wing aircraft know appropriate operating frequencies.
- f) Determine incident fixed wing aircraft capabilities and limitations for specific assignments.
- g) Coordinate Air Traffic Control with pilots, Air Operations Branch Director, Air Tactical Group Supervisor, Helicopter Coordinator, and Air Support Group (usually Helibase Manager) as the situation dictates.
- h) Determine and implement air safety requirement procedures.
- i) Receive assignments, brief pilots, assign missions, and supervise fixed-wing activities.
- j) Coordinate activities with Air Tactical Group Supervisor, Helicopter Coordinator and ground operations personnel.
- k) Maintain continuous observation of fixed wing aircraft operating areas.
- l) Provide information to ground resources, if necessary.
- m) Inform Air Tactical Group Supervisor of overall incident conditions including aircraft malfunction or maintenance difficulties.
- n) Inform Air Tactical Group Supervisor when mission is completed and reassign fixed wing aircraft as directed.
- o) Request assistance or equipment as necessary.
- p) Report incidents or accidents immediately to Air Operations Branch Director.



- q) Maintain Unit/Activity Log (ICS Form 214).

**AIR SUPPORT GROUP SUPERVISOR** - The Air Support Group Supervisor is primarily responsible for supporting and managing Helibase and Helispot operations and maintaining liaison with fixed-wing air bases. This includes providing: 1) fuel and other supplies, 2) maintenance and repair of helicopters, 3) retardant mixing and loading, 4) keeping records of helicopter activity, and 5) providing enforcement of safety regulations. These major functions are performed at Helibases and Helispots. Helicopters during landing and take-off and while on the ground are under the control of the Air Support Group's Helibase or Helispot Managers. The Air Support Group Supervisor reports to the Air Operations Branch Director.

- a) Review Common Responsibilities (Page 8).
- b) Obtain copy of the Incident Action Plan from the Air Operations Branch Director including Air Operations Summary (ICS Form 220).
- c) Participate in Air Operations Branch Director planning activities.
- d) Inform Air Operations Branch Director of group activities.
- e) Identify resources/supplies dispatched for Air Support Group.
- f) Request special air support items from appropriate sources through Logistics Section.
- g) Identify Helibase and Helispot locations (from Incident Action Plan) or from Air Operations Branch Director.
- h) Determine need for assignment of personnel and equipment at each Helibase and Helispot.
- i) Coordinate special requests for air logistics.
- j) Maintain coordination with airbases supporting the incident.
- k) Coordinate activities with Air Operations Branch Director.
- l) Obtain assigned ground-to-air frequency for Helibase operations from Communications Unit Leader or Incident Radio Communications Plan (ICS Form 205).
- m) Inform Air Operations Branch Director of capability to provide night-flying service.
- n) Ensure compliance with each agency's operations checklist for day and night operations.
- o) Ensure dust abatement procedures are implemented at Helibase and Helispots.
- p) Provide aircraft rescue firefighting service for Helibases and Helispots.
- q) Ensure that Air Traffic Control procedures are established between Helibase and Helispots and the Air Tactical Group Supervisor, Helicopter Coordinator or Fixed Wing Coordinator.
- r) Maintain Unit/Activity Log (ICS Form 214).

**HELIBASE MANAGER** - The Helibase Manager has primary responsibility

for managing all activities at the assigned Helibase.

- a) Review Common Responsibilities (Page 8).
- b) Obtain Incident Action Plan including Air Operations Summary (ICS Form 220).
- c) Participate in Air Support Group planning activities.
- d) Inform Air Support Supervisor of Helibase activities.
- e) Report to assigned Helibase. Brief pilots and other assigned personnel.
- f) Manage resources/supplies dispatched to Helibase.
- g) Ensure Helibase is posted and cordoned.
- h) Coordinate Helibase Air Traffic control with pilots, Air Support Group Supervisor, Air Tactical Group Supervisor, Helicopter Coordinator and the Takeoff and Landing Controller.
- i) Manage retardant mixing and loading operations.
- j) Ensure helicopter fueling, maintenance and repair services are provided.
- k) Supervise manifesting and loading of personnel and cargo.
- l) Ensure dust abatement techniques are provided and used at Helibases and Helispots.
- m) Ensure security is provided at each Helibase and Helispot.
- n) Ensure aircraft rescue firefighting services are provided for the Helibase.
- o) Request special air support items from the Air Support Group Supervisor.
- p) Receive and respond to special requests for air logistics.
- q) Supervise personnel responsible to maintain agency records, reports of helicopter activities, and Check-In List (ICS Form 211).
- r) Coordinate activities with Air Support Group Supervisor.
- s) Display organization and work schedule at each Helibase, including Helispot organization and assigned radio frequencies.
- t) Solicit pilot input concerning selection and adequacy of Helispots, communications, Air Traffic Control, operational difficulties, and safety problems.
- u) Maintain Unit/Activity Log (ICS Form 214).

**HELISPOT MANAGER** – The Helispot Manager is supervised by the Helibase Manager and is responsible for providing safe and efficient management of all activities at the assigned Helispot.

- a) Review Common Responsibilities (Page 8).
- b) Obtain Incident Action Plan including Air Operations Summary (ICS Form 220).
- c) Report to assigned Helispot.
- d) Coordinate activities with Helibase Manager.
- e) Inform Helibase Manager of Helispot activities.
- f) Manage resources/supplies dispatch to Helispot.
- g) Request special air support items from Helibase Manager.

- h) Coordinate Air Traffic Control and Communications with pilots, Helibase Manager, Helicopter Coordinator, Fixed Wing Coordinator and Air Tactical Group Supervisor when appropriate.
- i) Ensure aircraft rescue firefighting services are available.
- j) Ensure that dust control is adequate, debris cannot blow into rotor system, touchdown zone slope is not excessive and rotor clearance is sufficient.
- k) Supervise or perform retardant loading at Helispot.
- l) Perform manifesting and loading of personnel and cargo.
- m) Coordinate with pilots for proper loading and unloading and safety problems.
- n) Maintain agency records and reports of helicopter activities.
- o) Maintain Unit/Activity Log (ICS Form 214).

**DECK COORDINATOR** - The Deck Coordinator is responsible for providing coordination of a Helibase landing area for personnel and cargo movement. The Deck Coordinator reports to the Helibase Manager.

- a) Review Common Responsibilities (Page 8).
- b) Obtain Air Operations Summary (ICS Form 220).
- c) Establish emergency landing areas.
- d) Ensure aircraft rescue firefighting procedures are understood by deck personnel.
- e) Establish and mark landing pads.
- f) Ensure sufficient personnel are available to load and unload personnel and cargo safely.
- g) Ensure deck area is properly posted.
- h) Provide for vehicle control.
- i) Supervise deck management personnel. (Load Masters and Parking Tenders)
- j) Ensure dust abatement measures are met.
- k) Ensure that all assigned personnel are posted to the daily organization chart.
- l) Ensure proper manifesting and load calculations are done.
- m) Ensure Air Traffic Control operation is coordinated with Landing and Takeoff Coordinator.
- n) Maintain agency records.
- o) Maintain Unit/Activity Log (ICS Form 214).

**LOADMASTER (PERSONNEL/CARGO)** - The Loadmaster is responsible for the safe operation of loading and unloading of cargo and personnel at a Helibase. The Loadmaster reports to the Deck Coordinator.

- a) Review Common Responsibilities (Page 8).

- b) Obtain Air Operations Summary (ICS Form 220).
- c) Ensure proper posting of loading and unloading areas.
- d) Perform manifesting and loading of personnel and cargo.
- e) Ensure sling load equipment is safe.
- f) Know aircraft rescue firefighting procedures.
- g) Supervise loading and unloading crews.
- h) Coordinate with Takeoff and Landing Controller.
- i) Maintain Unit/Activity Log (ICS Form 214).

**PARKING TENDER** - The Parking Tender is responsible for the takeoff and landing of helicopters at an assigned helicopter pad. The Parking Tender reports to the Deck Coordinator. A Parking Tender should be assigned for each helicopter pad.

- a) Review Common Responsibilities (Page 8).
- b) Supervise activities at the landing pad. (personnel and helicopter movement, vehicle traffic, etc.)
- c) Know and understand the aircraft rescue firefighting procedures.
- d) Ensure agency checklist is followed.
- e) Ensure helicopter pilot needs are met at the landing pad.
- f) Ensure landing pad is properly maintained (dust abatement, marking, etc.).
- g) Ensure landing pad is properly marked.
- h) Check personnel seatbelts, cargo restraints and helicopter doors.
- i) Maintain Unit/Activity Log (ICS Form 214).

**TAKEOFF AND LANDING CONTROLLER** - The Takeoff and Landing Controller is responsible for providing coordination of arriving and departing helicopters at a Helibase and all helicopter movement on and around the Helibase. The Takeoff and Landing Controller reports to the Helibase Manager.

- a) Review Common Responsibilities (Page 8).
- b) Obtain Air Operations Summary (ICS Form 220).
- c) Check radio system before commencing operation.
- d) Coordinate with radio operation on helicopter flight routes and patterns.
- e) Maintain communications with all incoming and outgoing helicopters.
- f) Maintain constant communications with radio operator.
- g) Coordinate with Deck Manager and Parking Tender before commencing operation and during operation.
- h) Maintain Unit/Activity Log (ICS Form 214).

**HELIBASE RADIO OPERATOR** - The Helibase Radio Operator is responsible for establishing communication between incident assigned helicopters and Helibases, Air Tactical Group Supervisor, Air Operations Branch Director and

Takeoff and Landing Controller. The Helibase Radio Operator reports to the Helibase Manager.

- a) Review Common Responsibilities (Page 8).
- b) Obtain Air Operations Summary (ICS Form 220).
- c) Establish communication needs at Helibase.
- d) Ensure orders from Air Operations Branch Director are relayed to Helibase Manager.
- e) Maintain constant communications with all helicopters.
- f) Notify Takeoff/Landing Coordinator of incoming helicopters.
- g) Verify daily radio frequencies with Helibase Manager.
- h) Maintain a log of all helicopter takeoff/landings, ETA's, ETD's and flight route check-ins.
- i) Establish helicopter identification call numbers and post.
- j) Ensure helicopter timekeeping is completed.
- k) Establish and enforce proper radio procedures.
- l) Notify Air Operations Branch Director immediately of any overdue or missing helicopters.
- m) Understand aircraft rescue firefighting procedures.
- n) Receive clearance from Air Tactical Group Supervisor before launching helicopters.
- o) Maintain Unit/Activity Log (ICS Form 214).

**HELICOPTER TIMEKEEPER** - The Helicopter Timekeeper is responsible for keeping time on all helicopters assigned to the Helibase. Helicopter Timekeeper reports to the radio operator.

- a) Review Common Responsibilities (Page 8).
- b) Obtain Air Operations Summary (ICS Form 220).
- c) Determine number of helicopters by agency.
- d) Determine helicopter time needed by agency.
- e) Record operation time of helicopters.
- f) Fill out necessary agency time reports.
- g) Obtain necessary timekeeping forms.
- h) Maintain Unit/Activity Log (ICS Form 214).

# Operations Section Planning Cycle Guide

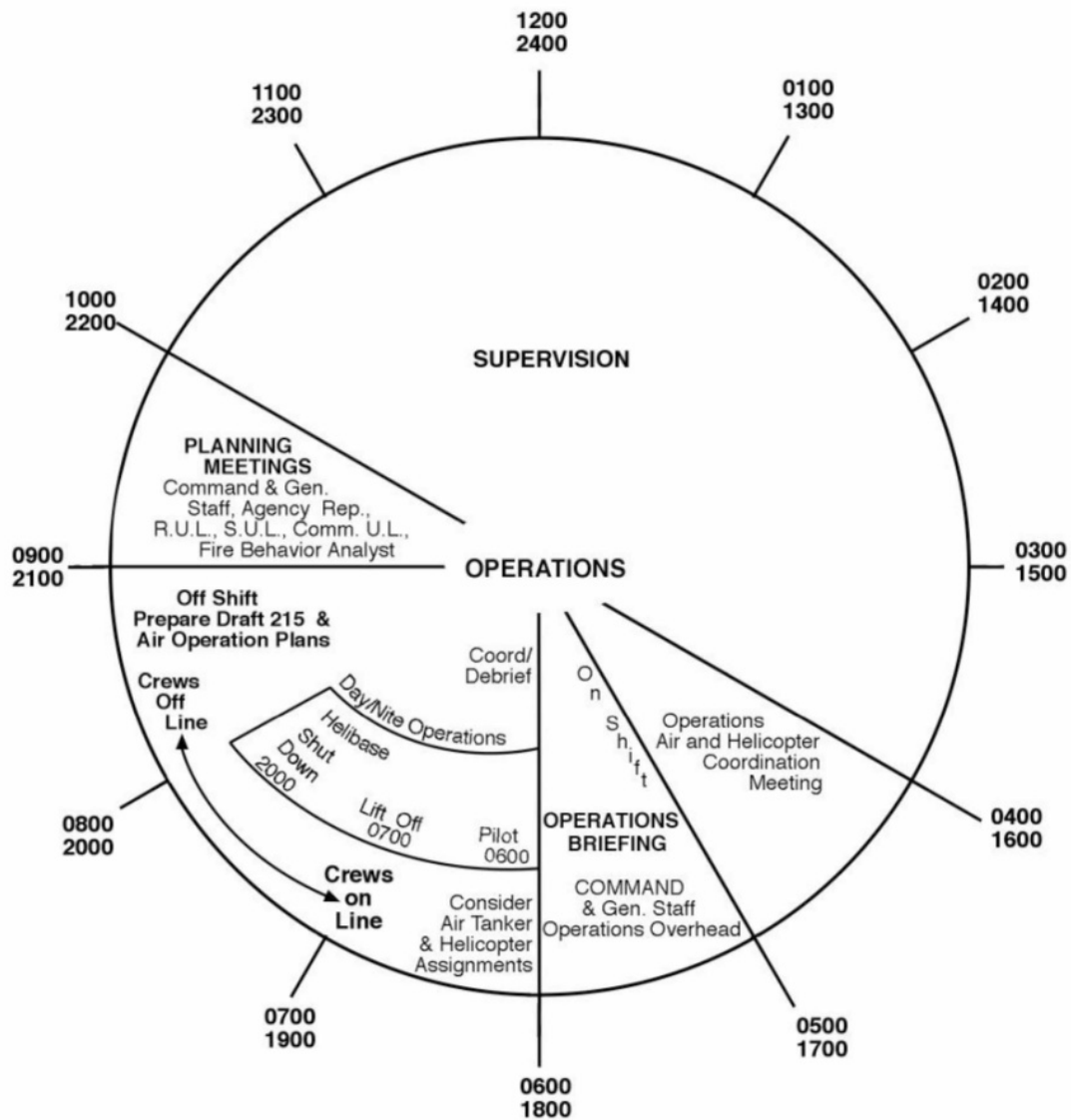


Figure 7 - Operations Planning Cycle

Example Based on 12-Hour Operational Period

## CHAPTER 7 - PLANNING SECTION

### ORGANIZATION CHART

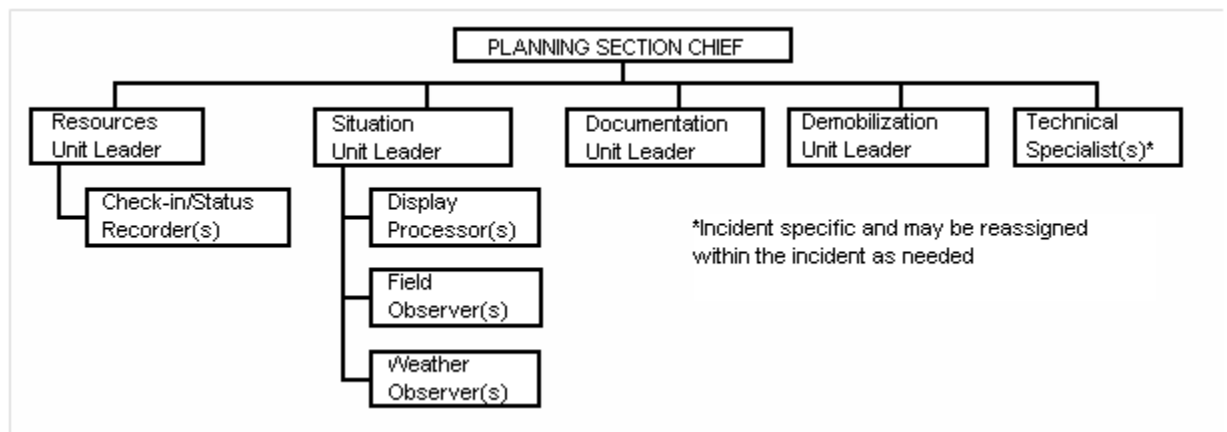


Figure 8 - Planning Section Organization

### PLANNING PROCESS

The checklist below provides basic steps appropriate for use in almost any incident situation. However, not all incidents require written plans and the need for written plans and attachments is based on incident requirements and the decision of the Incident Commander.

The Planning Checklist is to be used with the Operational Planning Worksheet (ICS Form 215). For more detailed instructions, see Planning Section Chief Position Manual (ICS 2211). The Operations Section Chief should have a draft Operational Planning Worksheet (ICS Form 215) and the Safety Officer should have a draft Incident Safety Analysis (ICS Form 215A) completed prior to the planning meeting.

Incident Objectives and strategy should be established before the planning meeting. For this purpose it may be necessary to hold a strategy meeting prior to the planning meeting.

The Planning Process works best when the incident is divided into logical geographical and/or functional units. The tactics and resources are then determined for each of the planning units and then the planning units are combined into divisions/groups utilizing span-of-control guidelines.

The ICS Form 215 (Operational Planning Worksheet) and the ICS Form 215A (Incident Safety Analysis) are used to support the incident's planning process. They provide the Incident Commander, Command and General Staff with the means to identify Division or Group assignments, develop specific tactics, identify available and needed resources, and address safety considerations. During this process, safety issues identified must be mitigated or new tactics

developed which adequately address safety concerns.

| CHECKLIST                                                                                       | PRIMARY RESPONSIBILITY |
|-------------------------------------------------------------------------------------------------|------------------------|
| 1. Briefing on situation and resource status PSC                                                | PSC                    |
| 2. Set/review incident objectives. IC                                                           | IC                     |
| 3. Plot control lines, establish Branch and Division boundaries, identify Group assignments OSC | OSC                    |
| 4. Specify tactics for each Division/Group. OSC                                                 | OSC                    |
| 5. Specify safety mitigation measures for identified hazards in Divisions/Groups. SOF           | SOF                    |
| 6. Specify resources needed by Division/Group OSC, PSC                                          | OSC, PSC               |
| 7. Specify Operations facilities and reporting locations – Plot on map. OSC, PSC, LSC           | OSC, PSC, LSC          |
| 8. Develop resource and personnel order. LSC                                                    | LSC                    |
| 9. Consider Communications, Medical, and Traffic Plan requirements. PSC, LSC                    | PSC, LSC               |
| 10. Finalize, approve and implement Incident Action Plan. PSC                                   | PSC, IC, OSC           |

IC = Incident Commander

PSC = Planning Section Chief

OSC = Operations Section Chief

LSC = Logistics Section Chief

SOF = Safety Officer

## POSITION CHECKLISTS

**PLANNING SECTION CHIEF** - The Planning Section Chief, a member of the Incident Commander's General Staff, is responsible for the collection, evaluation, dissemination and use of information about the development of the incident and status of resources. The Planning Section Chief is responsible for ensuring the safety and welfare of all Section personnel. Information is needed to: 1) understand the current situation, 2) predict probable course of incident events, and 3) prepare alternative strategies and control operations for the incident.

- a) Review Common Responsibilities (Page 8).
- b) Collect and process situation information about the incident.



- c) Supervise preparation of the Incident Action Plan.
- d) Provide input to the Incident Commander and Operations Section Chief in preparing the Incident Action Plan.
- e) Reassign out-of-service personnel already on-site to ICS organizational positions as appropriate.
- f) Establish information requirements and reporting schedules for Planning Section Units (e.g., Resources Unit and Situation Unit).
- g) Determine need for any specialized resources in support of the incident.
- h) If requested, assemble and disassemble strike teams and task forces not assigned to Operations.
- i) Establish special information collection activities as necessary, e.g., weather, environmental, toxics, etc.
- j) Assemble information on alternative strategies.
- k) Provide periodic predictions on incident potential.
- l) Report any significant changes in incident status.
- m) Compile and display incident status information.
- n) Oversee preparation and implementation of Incident Demobilization Plan.
- o) Incorporate plans, (e.g., Traffic, Medical, Communications, Site Safety) into the Incident Action Plan.
- p) Maintain Unit/Activity Log (ICS Form 214).

**RESOURCES UNIT LEADER** - The Resources Unit Leader is responsible for maintaining the status of all assigned resources (primary and support) at an incident. This is achieved by overseeing the check-in of all resources, maintaining a status-keeping system indicating current location and status of all resources, and maintenance of a master list of all resources, e.g., key supervisory personnel, primary and support resources, etc.

- a) Review Common Responsibilities (Page 8).
- b) Review Unit Leader Responsibilities (Page 8).
- c) Establish check-in function at incident locations.
- d) Prepare Organization Assignment List (ICS Form 203) and Organization Chart (ICS Form 207).
- e) Prepare appropriate parts of Assignment Lists (ICS Form 204).
- f) Prepare and maintain the Command Post display (to include organization chart and resource allocation and deployment).
- g) Maintain and post the current status and location of all resources.
- h) Maintain master roster of all resources checked in at the incident.
- i) A Check-in/Status Recorder reports to the Resources Unit Leader and assists with the accounting of all incident-assigned resources.
- j) Maintain Unit/Activity Log (ICS Form 214).

**CHECK-IN/STATUS RECORDER** - Check-in/Status Recorders are needed at

each check-in location to ensure that all resources assigned to an incident are accounted for.

- a) Review Common Responsibilities (Page 8).
- b) Obtain required work materials, including Check-in Lists (ICS Form 211), Resource Status Cards (ICS Form 219), and status display boards.
- c) Establish communications with the Communication Center and Ground Support Unit.
- d) Post signs so that arriving resources can easily find incident check-in location(s).
- e) Record check-in information on Check-in Lists (ICS Form 211).
- f) Transmit check-in information to Resources Unit on regular prearranged schedule or as needed.
- g) Forward completed Check-in Lists (ICS Form 211) to the Resources Unit.
- h) Receive, record, and maintain resource status information on Resource Status Cards (ICS Form 219) for incident assigned Single Resources, Strike Teams, Task Forces, and Overhead personnel.
- i) Maintain files of Check-in Lists (ICS Form 211).

**SITUATION UNIT LEADER** - The collection, processing and organizing of all incident information takes place within the Situation Unit. The Situation Unit may prepare future projections of incident growth, maps and intelligence information. This position may also be known as the Investigation Unit.

- a) Review Common Responsibilities (Page 8).
- b) Review Unit Leader Responsibilities (Page 8).
- c) Begin collection and analysis of incident data as soon as possible.
- d) Prepare, post, or disseminate resource and situation status information as required, including special requests.
- e) Prepare periodic predictions or as requested.
- f) Prepare the Incident Status Summary (ICS Form 209).
- g) Provide photographic services and maps if required.
- h) Maintain Unit/Activity Log (ICS Form 214).

**DISPLAY PROCESSOR** - The Display Processor is responsible for the display of incident status information obtained from Field Observers, resource status reports, aerial and orthography photographs and infrared data.

- a) Review Common Responsibilities (Page 8).
- b) Determine location of work assignment
- c) Determine numbers, types and locations of displays required.
- d) Determine map requirements for Incident Action Plans.

- e) Determine time limits for completion.
- f) Obtain information from Situation Unit.
- g) Obtain necessary equipment and supplies.
- h) Obtain copy of Incident Action Plan for each operational period.
- i) Assist Situation Unit Leader in analyzing and evaluating field reports.
- j) Develop required displays in accordance with time limits for completion.
- k) Maintain Unit/Activity Log (ICS Form 214).

**FIELD OBSERVER** - The Field Observer is responsible to collect situation information from personal observations at the incident and provide this information to the Situation Unit Leader.

- a) Review Common Responsibilities (Page 8).
- b) Obtain copy of Incident Action Plan for the Operational Period.
- c) Obtain necessary equipment and supplies.
- d) Identify all facility locations (e.g., Helispots, Division and Branch boundaries).
- e) Report information to Situation Unit by established procedure.
- f) Report immediately any condition observed which may cause danger and safety hazard to personnel.
- g) Gather intelligence that will lead to accurate predictions.
- h) Maintain Unit/Activity Log (ICS Form 214).

**WEATHER OBSERVER** - The Weather Observer is responsible to collect current incident weather information and provide the information to an assigned meteorologist, Fire Behavior Specialist or Situation Unit Leader.

- a) Review Common Responsibilities (Page 8).
- b) Obtain weather data collection equipment.
- c) Obtain appropriate transportation to collection site(s).
- d) Record and report weather observations at assigned locations on schedule.
- e) Turn in equipment at completion of assignment.
- f) Demobilize according to Incident Demobilization Plan.
- g) Demobilize incident displays in accordance with Incident Demobilization Plan.
- h) Maintain Unit/Activity Log (ICS Form 214).

**DOCUMENTATION UNIT LEADER** - The Documentation Unit Leader is responsible for the maintenance of accurate, up-to-date incident files. The Documentation Unit will also provide duplication services. Incident files will be stored for legal, analytical, and historical purposes.

- a) Review Common Responsibilities (Page 8).
- b) Review Unit Leader Responsibilities (Page 8).

- c) Set up work area and begin organization of incident files.
- d) Establish duplication service; respond to requests.
- e) File all official forms and reports.
- f) Review records for accuracy and completeness; inform appropriate units of errors or omissions.
- g) Provide incident documentation as requested.
- h) Store files for post-incident use.
- i) Maintain Unit/Activity Log (ICS Form 214).

**DEMOBILIZATION UNIT LEADER** - The Demobilization Unit Leader is responsible for developing the Incident Demobilization Plan. On large incidents, demobilization can be quite complex, requiring a separate planning activity. Note that not all agencies require specific demobilization instructions.

- a) Review Common Responsibilities (Page 8).
- b) Review Unit Leader Responsibilities (Page 8).
- c) Review incident resource records to determine the likely size and extent of demobilization effort.
- d) Based on above analysis, add additional personnel, workspace and supplies as needed.
- e) Coordinate demobilization with Agency Representatives.
- f) Monitor ongoing Operations Section resource needs.
- g) Identify surplus resources and probable release time.
- h) Develop incident checkout function for all units.
- i) Evaluate logistics and transportation capabilities to support demobilization.
- j) Establish communications with off-incident facilities, as necessary.
- k) Develop an Incident Demobilization Plan detailing specific responsibilities and release priorities and procedures.
- l) Prepare appropriate directories (e.g., maps, instructions, etc.) for inclusion in the demobilization plan.
- m) Distribute demobilization plan (on and off-site).
- n) Ensure that all Sections/Units understand their specific demobilization responsibilities.
- o) Supervise execution of the Incident Demobilization Plan.
- p) Brief Planning Section Chief on demobilization progress.
- q) Maintain Unit/Activity Log (ICS Form 214).

**TECHNICAL SPECIALISTS** - Certain incidents or events may require the use of Technical Specialists who have specialized knowledge and expertise. Technical Specialists may function within the Planning Section, or be assigned wherever their services are required. Specific Technical Specialists have been identified (i.e. weather, fire behavior, etc.) and specific checklists are listed below or in the specific Operational System Description (i.e. US&R). For all other Technical

Specialists not otherwise specified, use the checklist at the end of this section.

**DAMAGE INSPECTION TECHNICAL SPECIALIST** - The Damage Inspection Technical Specialist is primarily responsible for inspecting damage and/or potential “at-risk” property, and natural resources. The Damage Inspection Technical Specialists usually function within the Planning Section and may be assigned to the Situation Unit or can be reassigned wherever their services are required. Damage inspection includes loss of environmental resources, infrastructure, transportation, structures, and other real/personal property.

- a) Review Common Responsibilities (Page 8)
- b) Establish communications with local government representatives of effective jurisdictions.
- c) Determine and order resources.
- d) Determine coordination procedures with other sections, units and local agencies.
- e) Establish work area, and obtain necessary supplies.
- f) Collect information pertaining to incident causes losses.
- g) Participate in Planning Section activities.
- h) Prepare documentation as required.
- i) Respond to requests for information from approved sources.
- j) Prepare final Situation Status Field Inspection Report (SSFIR), and forward to the Documentation Unit Leader.
- k) Maintain Unit/Activity Log (ICS Form 214).

**ENVIRONMENTAL SPECIALIST** – The Environmental Specialist is primarily responsible for accessing the potential impacts of an incident on the environment, determining environmental restrictions, recommending alternative strategies and priorities for addressing environmental concerns. The Environmental Specialist functions within the Planning Section as part of the Situation Unit.

- a) Review Common Responsibilities (Page 8).
- b) Participate in the development of the Incident Action Plan and review the general control objectives including alternative strategies.
- c) Collect and validate environmental information within the incident area by reviewing pre-attack land use and management plans.
- d) Determine environmental restrictions within the incident area.
- e) Develop suggested priorities for preservation of the environment.
- f) Provide environmental analysis information, as requested.
- g) Collect and transmit required records and logs to Documentation Unit at the end of each operational period.

- h) Maintain Unit/Activity Log (ICS Form 214).

**GEOGRAPHICAL INFORMATION SYSTEM SPECIALIST** - A Technical Specialist - GIST is responsible for spatial information collection, display, analysis, and dissemination. The Technical Specialist GIS will provide Global Positioning System (GPS) support, integrate infrared data, and incorporate all relevant data to produce map products, statistical data for reports, and/or analyses. Technical Specialist - GIS usually functions within the Planning Section, or assigned wherever their services are required within the incident organization.

- a) Review Common Responsibilities (Page 8).
- b) Check in with the Check-In/Status Recorder.
- c) Obtain briefing from appropriate supervisor.
- d) Establish communication with local government representatives, of all affected jurisdictions, through the incident Liaison Officer.
- e) Determine and order resources needed.
- f) Determine coordination procedures with other sections, units, and local agencies.
- g) Establish work area, and acquire work materials.
- h) Obtain appropriate transportation and communications.
- i) Determine the availability of needed GIS support products.
- j) Participate in Planning Section activities.
- k) Prepare GIS products as determined by supervisor.
- l) Keep supervisor informed.
- m) Respond to requests from approved sources for additional GIS products.
- n) Prepare final GIS summary report consisting of all incident GIS products and forward to Documentation Unit Leader.
- o) Maintain Unit/Activity Log (ICS Form 214).

**RESOURCE USE SPECIALIST** – The Resource Use Specialist is primarily responsible for advising incident personnel on the specific capabilities, limitations of certain specialized response resources. In addition, the Resource Specialist can recommend strategies for use of these resources.

- a) Review Common Responsibilities (Page 8).
- b) Participate in the development of the Incident Action Plan and review general control objectives including alternative strategies as requested.
- c) Collect information on incident resources as needed.
- d) Respond to requests for information about limitations and capabilities of resources.
- e) Collect and transmit records and logs to Documentation Unit at the end of each operational period.
- f) Maintain Unit/Activity Log (ICS Form 214).

**TRAINING SPECIALIST** – The Training Specialist coordinates incident training opportunities and activities, ensuring the quality of the training assignments and completing documentation of the incident training. The Training Specialist organizes and implements the incident training program and analyzes and facilitates training assignments to fulfill individual development needs of trainees.

- a) Review Common Responsibilities (Page 8).
- b) Inform Planning Section Chief of planned use of trainees.
- c) Review trainee assignments and modify if appropriate.
- d) Coordinate the assignments of trainees to incident positions with Resources Unit.
- e) Brief trainees and trainers on training assignments and objectives.
- f) Coordinate use of unassigned trainees.
- g) Make follow-up contacts on the job to provide assistance and advice for trainees to meet training objectives as appropriate and with approval of unit leaders.
- h) Ensure trainees receive performance evaluation.
- i) Monitor operational procedures and evaluate training needs.
- j) Respond to requests for information concerning training activities.
- k) Give Training Specialist records and logs to Documentation Unit at the end of each operational period.
- l) Maintain Unit/Activity Log (ICS Form 214).

**TECHNICAL SPECIALISTS (NOT OTHERWISE SPECIFIED)**

- a) Review Common Responsibilities (Page 8).
- b) Check in with the Check-In/Status Recorder.
- c) Obtain briefing from supervisor.
- d) Obtain personal protective equipment as appropriate.
- e) Determine coordination procedures with other sections, units, and local agencies.
- f) Establish work area and acquire work materials.
- g) Participate in the development of the Incident Action Plan and review the general control objectives including alternative strategies as appropriate.
- h) Obtain appropriate transportation and communications.
- i) Keep supervisor informed.
- j) Maintain Unit/Activity Log (ICS Form 214).

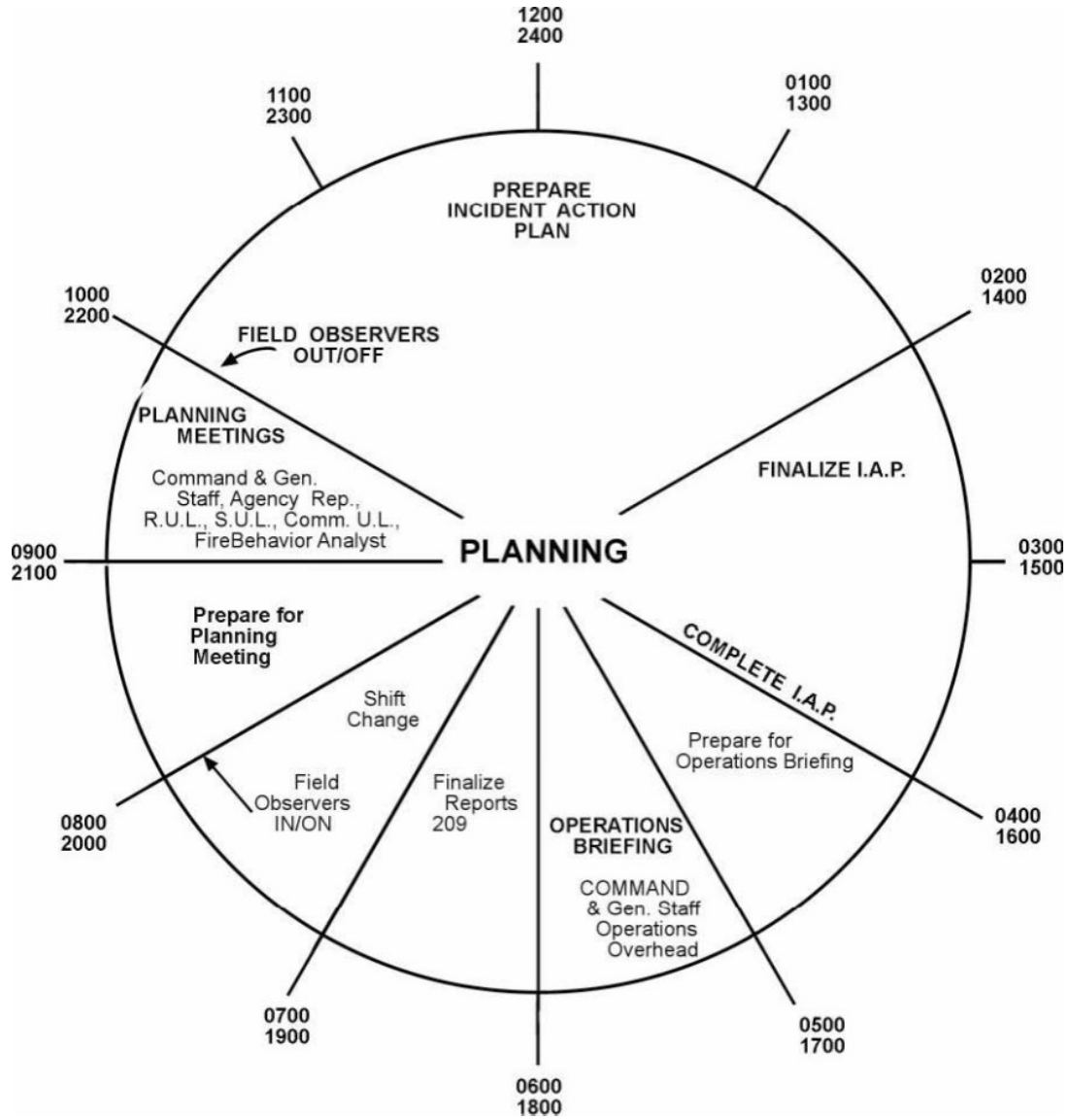


Figure 9 - Planning Section Planning Cycle

### Planning Section Planning Cycle Guide

Example Based on 12-Hour Operational Period



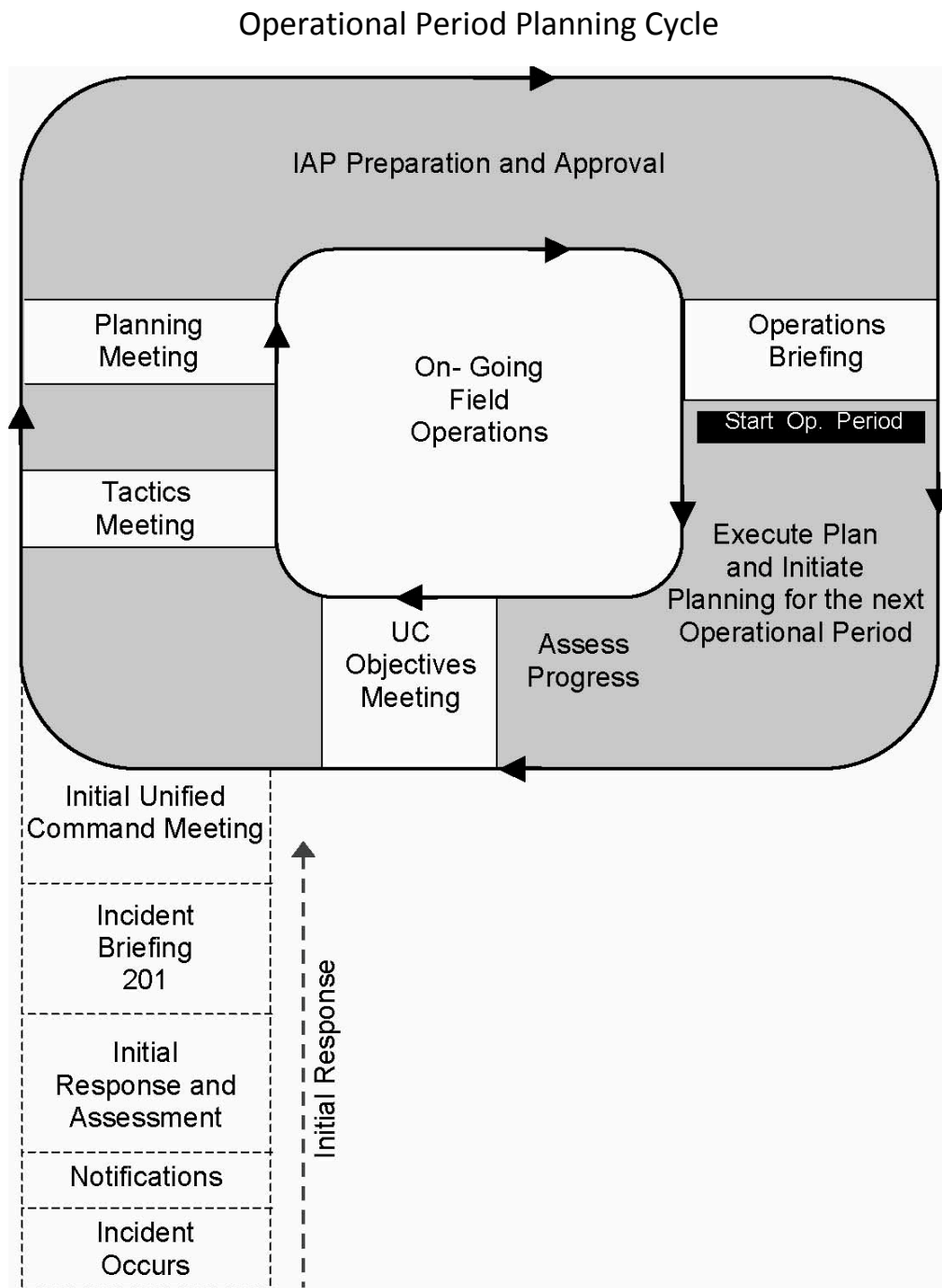


Figure 10 - Planning "P"

## Planning "P": Planning Process Alternative - U.S. Coast Guard Model

## CHAPTER 8 - LOGISTICS SECTION

ORGANIZATION CHART

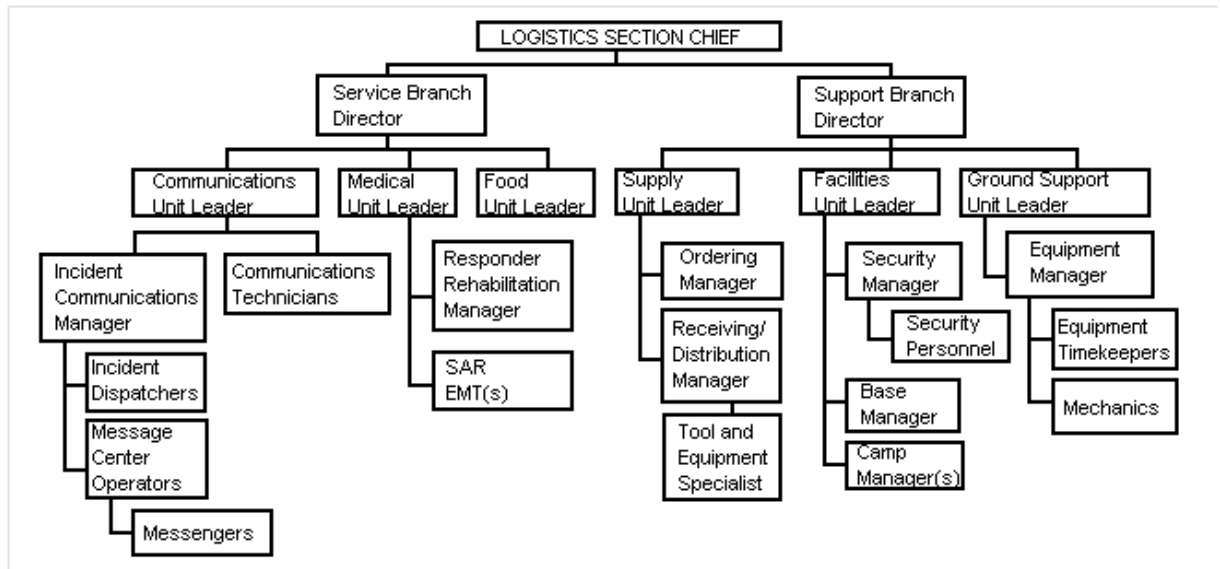


Figure 11 - Logistics Section Organization

### POSITION CHECKLISTS

**LOGISTICS SECTION CHIEF** - The Logistics Section Chief, a member of the General Staff, is responsible for providing facilities, services, and material in support of the incident. The Section Chief participates in development and implementation of the Incident Action Plan, activates and supervises assigned Branches/Units, and is responsible for the safety and welfare of Logistics Section personnel.

- Review Common Responsibilities (Page 8).
- Plan organization of Logistics Section.
- Assign work locations and preliminary work tasks to Section personnel.
- Notify Resources Unit of Logistics Section units activated including names and locations of assigned personnel.
- Assemble and brief Branch Directors and Unit Leaders.
- Participate in preparation of Incident Action Plan.
- Identify service and support requirements for planned and expected operations.
- Provide input to and review Communications Plan, Medical Plan and Traffic Plan.
- Coordinate and process requests for additional resources.
- Review Incident Action Plan and estimate Section needs for next

operational period.

- k) Advise on current service and support capabilities.
- l) Prepare service and support elements of the Incident Action Plan.
- m) Estimate future service and support requirements.
- n) Receive Demobilization Plan from Planning Section.
- o) Recommend release of unit resources in conformity with Demobilization Plan.
- p) Ensure general welfare and safety of Logistics Section personnel.
- q) Maintain Unit/Activity Log (ICS Form 214).

**SERVICE BRANCH DIRECTOR** - The Service Branch Director, when activated, is under the supervision of the Logistics Section Chief, and is responsible for the management of all service activities at the incident. The Branch Director supervises the operations of the Communications, Medical and Food Units.

- a) Review Common Responsibilities (Page 8).
- b) Obtain working materials.
- c) Determine level of service required to support operations.
- d) Confirm dispatch of Branch personnel.
- e) Participate in planning meetings of Logistics Section personnel.
- f) Review Incident Action Plan.
- g) Organize and prepare assignments for Service Branch personnel.
- h) Coordinate activities of Branch Units.
- i) Inform Logistics Chief of Branch activities.
- j) Resolve Service Branch problems.
- k) Maintain Unit/Activity Log (ICS Form 214).

**COMMUNICATIONS UNIT LEADER** - The Communications Unit Leader, under the direction of the Service Branch Director or Logistics Section Chief, is responsible for developing plans for the effective use of incident communications equipment and facilities; installing and testing of communications equipment; supervision of the Incident Communications Center; distribution of communications equipment to incident personnel; and the maintenance and repair of communications equipment.

- a) Review Common Responsibilities (Page 8).
- b) Review Unit Leader Responsibilities (Page 8).
- c) Determine unit personnel needs.
- d) Prepare and implement the Incident Radio Communications Plan (ICS Form 205).
- e) Ensure the Incident Communications Center and Message Center are established.
- f) Establish appropriate communications distribution/maintenance locations within Base/Camp(s).

- g) Ensure communications systems are installed and tested.
- h) Ensure an equipment accountability system is established.
- i) Ensure personal portable radio equipment from cache is distributed per Incident Radio Communications Plan.
- j) Provide technical information as required.
- k) Supervise Communications Unit activities.
- l) Maintain records on all communications equipment as appropriate.
- m) Ensure equipment is tested and repaired.
- n) Recover equipment from relieved or released units.
- o) Maintain Unit/Activity Log (ICS Form 214).

**INCIDENT COMMUNICATIONS MANAGER** - The Incident Communications Manager (including Incident Dispatcher) is responsible to receive and transmit radio and telephone messages among and between personnel and to provide dispatch services at the incident.

- a) Review Common Responsibilities (Page 8).
- b) Ensure adequate staffing (Incident Communications Manager).
- c) Obtain and review Incident Action Plan to determine incident organization and Incident Radio Communications Plan.
- d) Set up Incident Radio Communications Center - check out equipment.
- e) Request service on any inoperable or marginal equipment.
- f) Set up Message Center location as required.
- g) Receive and transmit messages within and external to incident.
- h) Maintain General Messages files.
- i) Maintain a record of unusual incident occurrences.
- j) Provide briefing to relief on current activities, equipment status, and any unusual communications situations.
- k) Turn in appropriate documents to Incident Communications Manager or Communications Unit Leader.
- l) Demobilize Communications Center in accordance with Incident Demobilization Plan.
- m) Maintain Unit/Activity Log (ICS Form 214).

**MEDICAL UNIT LEADER** - The Medical Unit Leader, under the direction of the Service Branch Director or Logistics Section Chief, is primarily responsible for the development of the Medical Plan, obtaining medical aid and transportation for injured and ill incident personnel, establishment of responder rehabilitation and preparation of reports and records.

- a) Review Common Responsibilities (Page 8).
- b) Review Unit Leader Responsibilities (Page 8).
- c) Participate in Logistics Section/Service Branch planning activities.
- d) Establish and staff Medical Unit.

- e) Establish Responder Rehabilitation.
- f) Prepare the Medical Plan (ICS Form 206).
- g) Prepare procedures for major medical emergency.
- h) Declare major medical emergency as appropriate.
- i) Respond to requests for medical aid, medical transportation, and medical supplies.
- j) Prepare and submit necessary documentation.
- k) Maintain Unit/Activity Log (ICS Form 214).

**RESPONDER REHABILITATION MANAGER** – The Responder Rehabilitation Manager reports to the Medical Unit Leader and is responsible for the rehabilitation of incident personnel who are suffering from the effects of strenuous work and/or extreme conditions.

- a) Review Common Responsibilities (Page 8).
- b) Designate responder rehabilitation location and have location announced on radio with radio designation “Rehab.”
- c) Request necessary medical personnel to evaluate medical condition of personnel being rehabilitated.
- d) Request necessary resources for rehabilitation of personnel, e.g., water, juice, personnel.
- e) Request through Food Unit or Logistics Section Chief feeding as necessary for personnel being rehabilitated.
- f) Release rehabilitated personnel to Operations Section or Planning Section for reassignment.
- g) Maintain appropriate records and documentation.
- h) Maintain Unit/Activity Log (ICS Form 214).

**SAR EMERGENCY MEDICAL TECHNICIAN** – The SAR Emergency Medical Technician (SAR EMT) provides emergency medical care to personnel operating on the incident. The SAREMT initially reports to the Medical Unit Leader, if established, or the Logistics Section Chief. The SAREMT must establish and maintain liaison with, and respond to requests from the Operations Section personnel to whom they are subsequently assigned.

The checklist presented below should be considered as a minimum requirement for the position. Users of this manual may augment these lists as necessary. Note that some of the activities are one-time actions while others are ongoing for the duration of an incident.

- a) Review Common Responsibilities (Page 8).
- b) Check in and obtain briefing from the Logistics Section Chief, or the Medical Unit Leader if established. Briefing will include current incident situation, anticipated medical needs, and required local medical protocol

including documentation.

- c) Receive assignment and assess current situation.
- d) Anticipate needs and obtain medical supplies from the incident.
- e) Secure copies of local emergency medical service forms/paperwork if available.
- f) Secure/check-out portable radio with all incident frequencies.
- g) Obtain a copy of the Incident Action Plan (IAP) and review the Medical Plan (ICS Form 206).
- h) Identify and contact assigned tactical supervisor and confirm your travel route, transportation and ETA prior to leaving your check-in location.
- i) Meet with assigned tactical supervisor and obtain briefing.
- j) Obtain briefing from the SAREMT you are relieving, if applicable.
- k) Upon arrival at your assigned location, perform a radio check with your assigned tactical supervisor, incident Communications Unit and the Medical Unit, if established.
- l) Maintain ongoing contact and interaction with personnel on your assignment to assess medical needs and provide assistance when needed.
- m) Make requests for transportation of ill and injured personnel, through channels, as outlined in the Medical Plan (ICS Form 206).
- n) Make notifications of incident related illnesses and injuries as outlined in the Medical Plan (ICS Form 206).
- o) At the conclusion of each shift advise your tactical supervisor that you are departing and will report to the Medical Unit Leader for debriefing and submission of patient care documentation.
- p) Secure operations and demobilize as outlined in the Demobilization Plan.
- q) Maintain Unit/Activity Log (ICS Form 214).

**ORGANIZATION** - The SAREMT provides emergency medical care to personnel operating on the incident. The SAREMT initially reports to the Medical Unit Leader, if established, or the Logistics Section Chief. The SAREMT must establish and maintain liaison with, and respond to requests from, the operations personnel to whom they are assigned. The FEMT is assigned as illustrated:

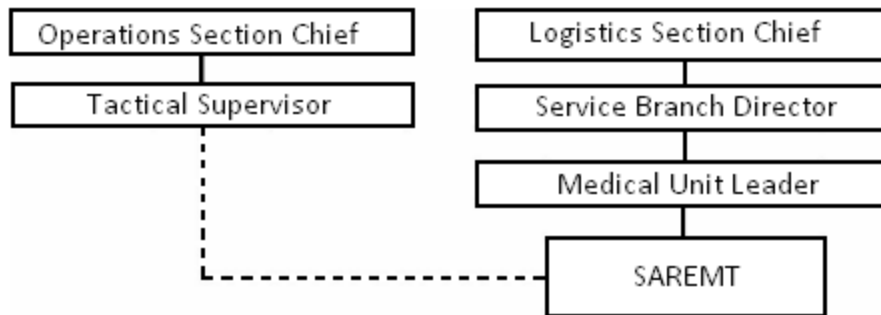


Figure 12 - SAREMT Organization

NOTE: The SAREMT will be supervised by the tactical (line) supervisor while at the tactical location.

**PERSONNEL** – The SAREMT shall be ordered at the discretion of the Incident Commander. The SAREMT order will specify if the SAREMT is required to arrive with or without equipment. The number of tactically assigned SAREMT's will depend upon the complexity, duration, and hazards of the incident. The SAREMT may be assigned as a single resource; however, they can be paired due to safety or workload considerations.

The SAREMT must, at minimum, be currently certified/licensed as an Emergency Medical Technician (EMT-B). The SAREMT may also be an EMT-I or Paramedic (EMT-P). All levels of EMT's may be ordered to fulfill the role of an SAREMT and are permitted to function within their Scope of Practice regardless of jurisdictional or political boundaries.

**MAJOR RESPONSIBILITIES AND PROCEDURES** – The major responsibilities of the SAREMT are stated below. Following each activity, the procedures for implementing the activity are listed.

- a) Obtain briefing from the Logistics Section Chief, or the Medical Unit Leader, if established. The briefing should provide the following:
  1. Current incident situation.
  2. Review the Medical Plan and receive priorities.
  3. Incident communications channels.
  4. Overview of the SAREMT assignment and potential hazards to assigned incident personnel.
  5. Anticipated incident medical needs.
  6. Local medical protocols to include documentation procedures.
- b) Receive assignment and assess current situation.
  1. Number of personnel in assigned area.
  2. Weather conditions, terrain, other natural hazards, and safety

alerts.

- c) Anticipate needs and obtain medical supplies from the incident. Refer to Medical Supply List as a recommended minimum requirement.
- d) Secure copies of local emergency medical service forms/ paperwork as necessary. If not available use SAREMT's jurisdictional agency EMS forms.
- e) Obtain a portable radio with all incident frequencies.
- f) Prior to each shift, obtain a copy of the Incident Action Plan (IAP) and review the Medical Plan (ICS Form 206).
- g) Identify and contact assigned tactical supervisor and confirm your travel route, transportation and ETA prior to leaving your check-in location.
- h) Meet with assigned tactical supervisor and obtain a briefing.
- i) Obtain a briefing from the SAREMT you are relieving, if applicable.
- j) Upon arrival at your assigned location, perform a radio check with your assigned tactical supervisor, incident Communications Unit and the Medical Unit, if established.
- k) Maintain ongoing contact and interaction with personnel on your assignment to assess medical needs and provide assistance when needed.
- l) Make requests for transportation of ill and injured personnel, through channels, as outlined in the Medical Plan (ICS Form 206).
- m) Make notifications of incident related illnesses and injuries as outlined in the Medical Plan (ICS Form 206).
- n) At the conclusion of each shift, advise your tactical supervisor that you are departing and will report to the Medical Unit Leader for debriefing and submission of patient care documentation.
- o) Secure operations and demobilize as outlined in the Demobilization Plan.
- p) Maintain Unit/Activity Log (ICS Form 214).

## DEFINITIONS

Licensure/Certification- Documentation certifying that one has met specific requirements. These requirements may be successfully passing a written examination, skills examination and/or peer review process.

Protocol- A medically accepted course of treatment for a defined medical emergency. A protocol must be within the rescuer's Scope of Practice.

Scope Of Practice – Laws, guidelines, and regulations defining the policies, procedures and responsibilities for a given group or practice. These are the authorized skills and procedures that an EMT-B, EMT-I or EMT-P may perform on a patient within scope of practice of their certifying authority.



## EQUIPMENT

The SAREMT shall respond with Personal Protective Equipment (PPE) appropriate for the assignment. The incident should provide medical supplies for the SAREMT to meet or exceed the contents listed in ICS 223-10. The SAREMT can be ordered with/without equipment.

**FOOD UNIT LEADER** – The Food Unit Leader is responsible for supplying the food needs for the entire incident, including all remote locations (e.g., Camps, Staging Areas), as well as providing food for personnel unable to leave tactical field assignments.

- a) Review Common Responsibilities (Page 8).
- b) Review Unit Leader Responsibilities (Page 8).
- c) Determine food and water requirements.
- d) Determine method of feeding to best fit each facility or situation.
- e) Obtain necessary equipment and supplies and establish cooking facilities.
- f) Ensure that well-balanced menus are provided.
- g) Order sufficient food and potable water from the Supply Unit.
- h) Maintain an inventory of food and water.
- i) Maintain food service areas, ensuring that all appropriate health and safety measures are being followed.
- j) Supervise caterers, cooks, and other Food Unit personnel as appropriate.
- k) Maintain Unit/Activity Log (ICS Form 214).

**SUPPORT BRANCH DIRECTOR** – The Support Branch Director, when activated, is under the direction of the Logistics Section Chief, and is responsible for development and implementation of logistics plans in support of the Incident Action Plan. The Support Branch Director supervises the operations of the Supply, Facilities and Ground Support Units.

- a) Review Common Responsibilities (Page 8).
- b) Obtain work materials.
- c) Identify Support Branch personnel dispatched to the incident.
- d) Determine initial support operations in coordination with Logistics Section Chief and Service Branch Director.
- e) Prepare initial organization and assignments for support operations.
- f) Assemble and brief Support Branch personnel.
- g) Determine if assigned Branch resources are sufficient.
- h) Maintain surveillance of assigned units work progress and inform Section Chief of activities.

- i) Resolve problems associated with requests from Operations Section.
- j) Maintain Unit/Activity Log (ICS Form 214).

**SUPPLY UNIT LEADER** –The Supply Unit Leader is primarily responsible for ordering personnel, equipment and supplies; receiving, and storing all supplies for the incident; maintaining an inventory of supplies; and servicing non-expendable supplies and equipment.

- a) Review Common Responsibilities (Page 8).
- b) Review Unit Leader Responsibilities (Page 8).
- c) Participate in Logistics Section/Support Branch planning activities.
- d) Determine the type and amount of supplies en route.
- e) Review Incident Action Plan for information on operations of the Supply Unit.
- f) Develop and implement safety and security requirements.
- g) Order, receive, distribute, and store supplies and equipment.
- h) Receive and respond to requests for personnel, supplies and equipment.
- i) Maintain inventory of supplies and equipment.
- j) Service reusable equipment.
- k) Submit reports to the Support Branch Director.
- l) Maintain Unit/Activity Log (ICS Form 214).

**ORDERING MANAGER** – The Ordering Manager is responsible for placing all orders for supplies and equipment for the incident. The Ordering Manager reports to the Supply Unit Leader.

- a) Review Common Responsibilities (Page 8).
- b) Obtain necessary agency (ies) order forms.
- c) Establish ordering procedures.
- d) Establish name and telephone numbers of agency personnel receiving orders.
- e) Set up filing system.
- f) Get names of incident personnel who have ordering authority.
- g) Check on what has already been ordered.
- h) Ensure order forms are filled out correctly.
- i) Place orders in a timely manner.
- j) Consolidate orders when possible.
- k) Identify times and locations for delivery of supplies and equipment.
- l) Keep Receiving and Distribution Manager informed of orders placed.
- m) Submit all ordering documents to Documentation Control Unit through Supply Unit Leader before demobilization.
- n) Maintain Unit/Activity Log (ICS Form 214).

**RECEIVING AND DISTRIBUTION MANAGER** – The Receiving and

Distribution Manager is responsible for receiving and distribution of all supplies and equipment (other than primary resources) and the service and repair of tools and equipment. The Receiving and Distribution Manager reports to the Supply Unit Leader.

- a) Review Common Responsibilities (Page 8).
- b) Order required personnel to operate supply area.
- c) Organize physical layout of supply area.
- d) Establish procedures for operating supply area.
- e) Set up filing system for receiving and distribution of supplies and equipment.
- f) Maintain inventory of supplies and equipment.
- g) Develop security requirement for supply area.
- h) Establish procedures for receiving supplies and equipment.
- i) Submit necessary reports to Supply Unit Leader.
- j) Notify Ordering Manager of supplies and equipment received.
- k) Provide necessary supply records to Supply Unit Leader.
- l) Maintain Unit/Activity Log (ICS Form 214).

**TOOL AND EQUIPMENT SPECIALIST** – The Tool and Equipment Specialist is responsible for sharpening, servicing and repair of all hand tools. The Tool and Equipment Specialist reports to the Receiving and Distribution Manager.

- a) Review Common Responsibilities (Page 8).
- b) Determine personnel requirements.
- c) Obtain necessary equipment and supplies.
- d) Set up tool storage and conditioning area.
- e) Establish tool inventory and accountability system.
- f) Maintain all tools in proper condition.
- g) Assemble tools for issuance each operational period per Incident Action Plan.
- h) Receive and recondition tools after each operational period.
- i) Ensure that all appropriate safety measures are taken in tool conditioning area.
- j) Maintain Unit/Activity Log (ICS Form 214).

**FACILITIES UNIT LEADER** – The Facilities Unit Leader is primarily responsible for the layout and activation of incident facilities, e.g., Base, Camp(s) and Incident Command Post. The Unit provides sleeping and sanitation facilities for incident personnel and manages Base and Camp(s) operations. Each facility (Base, Camp) is assigned a manager who reports to the Facilities Unit Leader and is responsible for managing the operation of the facility. The basic functions or activities of the Base and Camp Managers are to provide security service, and general maintenance. The Facility Unit Leader reports to the Support Branch Director.

- a) Review Common Responsibilities (Page 8).
- b) Review Unit Leader Responsibilities (Page 8).
- c) Receive a copy of the Incident Action Plan.
- d) Participate in Logistics Section/Support Branch planning activities.
- e) Determine requirements for each facility.
- f) Prepare layouts of incident facilities.
- g) Notify unit leaders of facility layout.
- h) Activate incident facilities.
- i) Provide Base and Camp Managers.
- j) Provide sleeping facilities.
- k) Provide security services.
- l) Provide facility maintenance services-sanitation, lighting, clean up.
- m) Maintain Unit/Activity Log (ICS Form 214).

**FACILITY MAINTENANCE SPECIALIST** – The Facility Maintenance Specialist is responsible to ensure that proper sleeping and sanitation facilities are maintained, provide shower facilities, maintain lights and other electrical equipment, and maintain the Base, Camp and Incident Command Post facilities in a clean and orderly manner.

- a) Review Common Responsibilities (Page 8).
- b) Request required maintenance support personnel and assign duties.
- c) Obtain supplies, tools, and equipment.
- d) Supervise/perform assigned work activities.
- e) Ensure that all facilities are maintained in a safe condition.
- f) Disassemble temporary facilities when no longer required.
- g) Restore area to pre-incident condition.
- h) Maintain Unit/Activity Log (ICS Form 214).

**SECURITY MANAGER** –The Security Manager is responsible to provide safeguards needed to protect personnel and property from loss or damage.

- a) Review Common Responsibilities (Page 8).
- b) Establish contacts with local law enforcement agencies as required.
- c) Contact the Resource Use Specialist for crews or Agency Representatives to discuss any special custodial requirements that may affect operations.
- d) Request required personnel support to accomplish work assignments.
- e) Ensure that support personnel are qualified to manage security problems.
- f) Develop Security Plan for incident facilities.
- g) Adjust Security Plan for personnel and equipment changes and releases.
- h) Coordinate security activities with appropriate incident personnel.
- i) Keep the peace, prevent assaults, and settle disputes through

- coordination with Agency Representatives.
- j) Prevent theft of all government and personal property.
- k) Document all complaints and suspicious occurrences.
- l) Maintain Unit/Activity Log (ICS Form 214).

**BASE MANAGER** – The Base Manager is responsible to ensure that appropriate sanitation, security, and facility management services are conducted at the Base. The Base Manager duties include:

- a) Review Common Responsibilities (Page 8).
- b) Determine personnel support requirements.
- c) Obtain necessary equipment and supplies.
- d) Ensure that all facilities and equipment are set up and properly functioning.
- e) Supervise the establishment of sanitation, showers, and sleeping facilities.
- f) Make sleeping area assignments.
- g) Ensure that strict compliance is made with all applicable safety regulations.
- h) Ensure that all facility maintenance services are provided.
- i) Maintain Unit/Activity Log (ICS Form 214).

**CAMP MANAGER** – On large incidents, one or more Camps may be established by the General Staff to provide better support to operations. Camps may be in place several days or may be moved depending upon the nature of the incident. Functional unit activities performed at the Base may be performed at the Camp(s). These activities could include, Supply Unit, Medical Unit, Ground Support Unit, Food Unit, Communications Unit, as well as the Facilities Unit functions of facility maintenance and security. Camp Managers are responsible to provide non-technical coordination for all units operating within the Camp. The General Staff will determine units assigned to Camps. Personnel requirements for units at Camps will be determined by the parent unit based on kind and size of incident and expected duration of Camp operations.

- a) Review Common Responsibilities (Page 8).
- b) Determine personnel support requirements.
- c) Obtain necessary equipment and supplies.
- d) Ensure that all sanitation, shower and sleeping facilities are set up and properly functioning.
- e) Make sleeping arrangements.
- f) Provide direct supervision for all facility maintenance and security services at Camp.
- g) Ensure that strict compliance is made with all applicable safety

- regulations.
- h) Ensure that all Camp-to-Base communications are centrally coordinated.
  - i) Ensure that all Camp-to-Base transportation scheduling is centrally coordinated.
  - j) Provide overall coordination of all Camp activities to ensure that all assigned units operate effectively and cooperatively in meeting incident objectives.
  - k) Maintain Unit/Activity Log (ICS Form 214).

**GROUND SUPPORT UNIT LEADER** – The Ground Support Unit Leader is primarily responsible for support of out-of-service resources; transportation of personnel, supplies, food, and equipment; fueling, service, maintenance, and repair of vehicles and other ground support equipment; and development and implementation of the Incident Traffic Plan.

- a) Review Common Responsibilities (Page 8).
- b) Review Unit Leader Responsibilities (Page 8).
- c) Participate in Support Branch/Logistics Section planning activities.
- d) Develop and implement Traffic Plan.
- e) Support out-of-service resources.
- f) Notify Resources Unit of all status changes on support and transportation vehicles.
- g) Arrange for and activate fueling, maintenance, and repair of ground resources.
- h) Maintain inventory of support and transportation vehicles (ICS Form 218).
- i) Provide transportation services.
- j) Collect use information on rented equipment.
- k) Requisition maintenance and repair supplies (e.g., fuel, spare parts).
- l) Maintain incident roads.
- m) Submit reports to Support Branch Director as directed.
- n) Maintain Unit/Activity Log (ICS Form 214).

**EQUIPMENT MANAGER** – The Equipment Manager provides service, repair and fuel for all apparatus and equipment; provides transportation and support vehicle services; and maintains records of equipment use and service provided.

- a) Review Common Responsibilities (Page 8).
- b) Obtain Incident Action Plan to determine locations for assigned resources, Staging Area locations, and fueling and service requirements for all resources.
- c) Obtain necessary equipment and supplies.

- d) Provide maintenance and fueling according to schedule.
- e) Prepare schedules to maximize use of available transportation.
- f) Provide transportation and support vehicles for incident use.
- g) Coordinate with Agency Representatives on service and repair policies as required.
- h) Inspect equipment condition and ensure coverage by equipment agreement.
- i) Determine supplies (e.g., gasoline, diesel, oil and parts needed to maintain equipment in efficient operating condition), and place orders with Supply Unit.
- j) Maintain Support Vehicle Inventory (ICS Form 218).
- k) Maintain equipment rental records.
- l) Maintain equipment service and use records.
- m) Check all service repair areas to ensure that all appropriate safety measures are being taken.
- n) Maintain Unit/Activity Log (ICS Form 214).

# Logistics Section Planning Cycle Guide

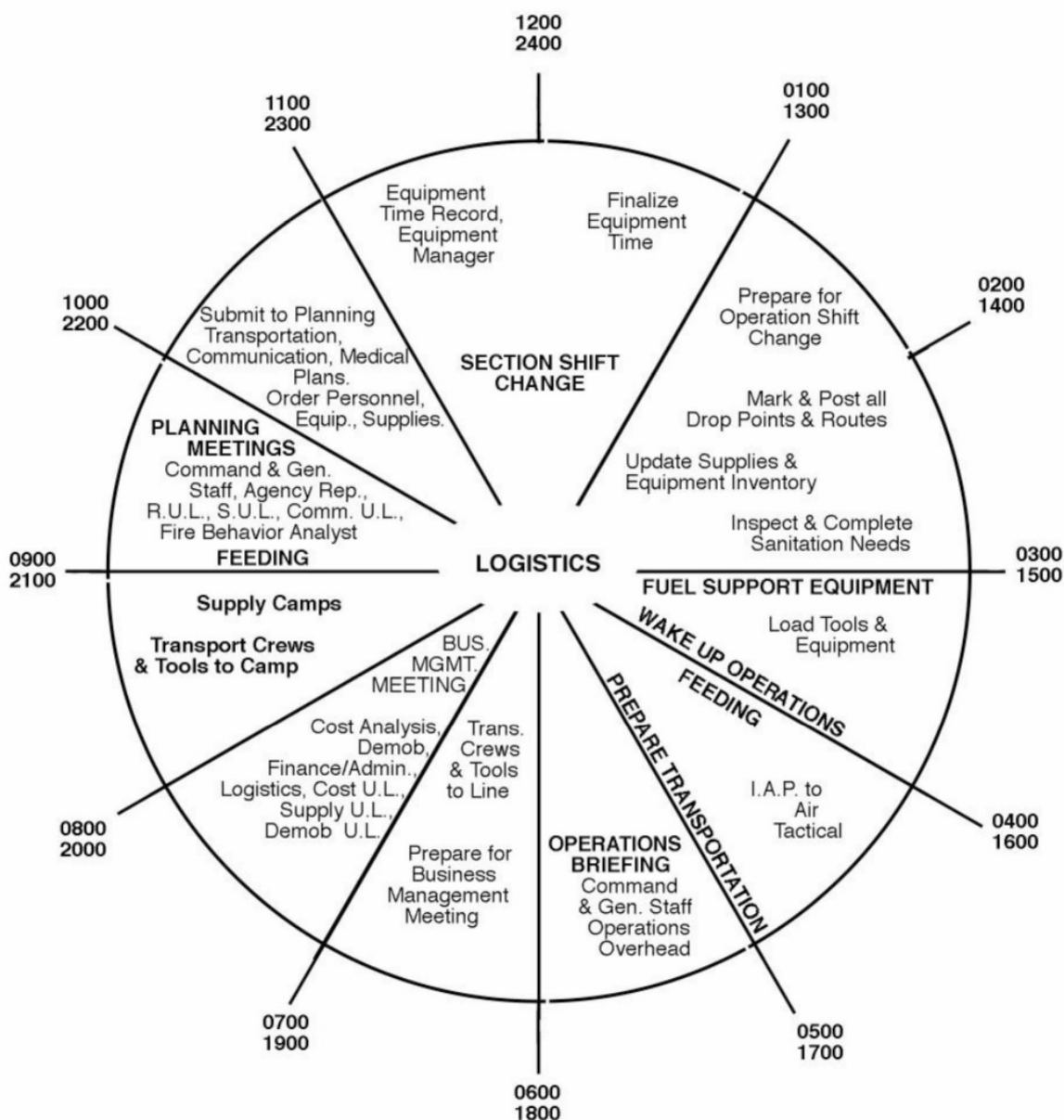


Figure 13 - Logistics Planning Cycle

Example Based on 12-Hour Operational Period



## CHAPTER 9 - FINANCE/ADMINISTRATION SECTION

### ORGANIZATION CHART

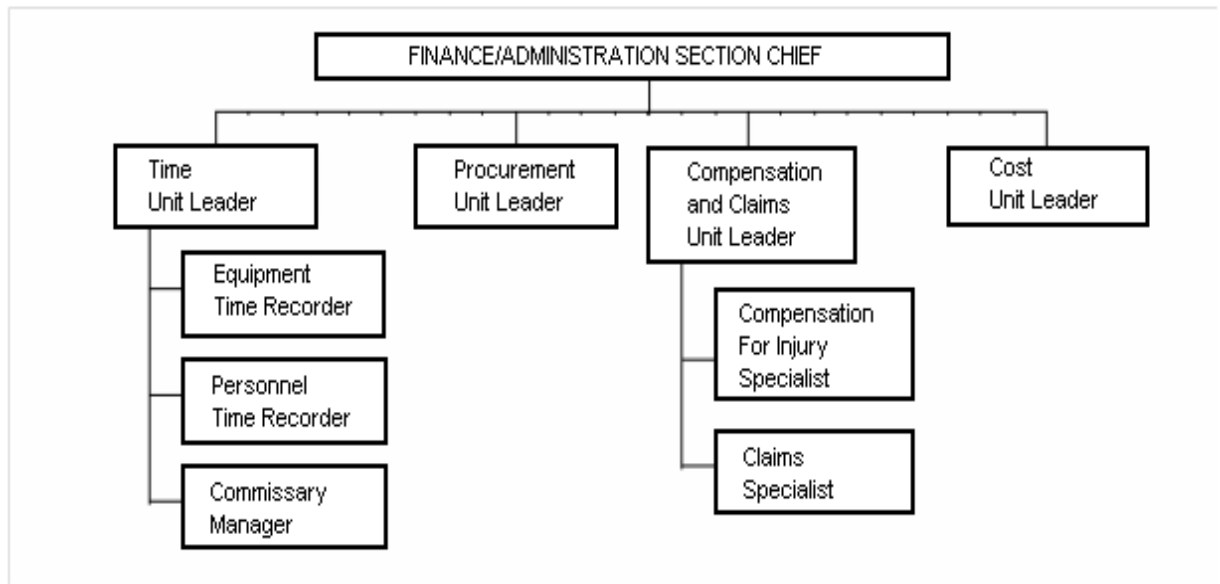


Figure 14 - Finance Section Organization

### FINANCE/ADMINISTRATION SECTION

The Finance/Administration section of the Incident Command System is not normally manned during Search and Rescue mission in New Mexico, but is included in this document for reference only

### POSITION CHECKLISTS

**FINANCE/ADMINISTRATION SECTION CHIEF** – The Finance/Administration Section Chief is responsible for all financial, administrative, and cost analysis aspects of the incident and for supervising members of the Finance/Administration Section.

- a) Review Common Responsibilities (Page 8).
- b) Manage all financial aspects of an incident.
- c) Provide financial and cost analysis information as requested.
- d) Gather pertinent information from briefings with responsible agencies.
- e) Develop an operating plan for the Finance/Administration Section; fill supply and support needs.
- f) Determine need to set up and operate an incident commissary.
- g) Meet with Assisting and Cooperating Agency Representatives as needed.
- h) Maintain daily contact with agency (ies) administrative headquarters on
- i) Finance/Administration matters.
- j) Ensure that all personnel time records are accurately completed and transmitted to home agencies, according to policy.

- k) Provide financial input to demobilization planning.
- l) Ensure that all obligation documents initiated at the incident are properly prepared and completed.
- m) Brief agency administrative personnel on all incident-related financial issues needing
- n) Brief agency administrative personnel on all incident-related financial issues needing attention or follow-up prior to leaving incident.
- o) Maintain Unit/Activity Log (ICS Form 214).

**TIME UNIT LEADER** – The Time Unit Leader is responsible for equipment and personnel time recording and for managing the commissary operations.

- a) Review Common Responsibilities (Page 8).
- b) Review Unit Leader Responsibilities (Page 8).
- c) Determine incident requirements for time recording function.
- d) Contact appropriate agency personnel/representatives.
- e) Ensure that daily personnel time recording documents are prepared and in compliance with agency (ies) policy.
- f) Maintain separate logs for overtime hours.
- g) Establish commissary operation on larger or long-term incidents as needed.
- h) Submit cost estimate data forms to Cost Unit as required.
- i) Maintain records security.
- j) Ensure that all records are current and complete prior to demobilization.
- k) Release time reports from assisting agency personnel to the respective Agency Representatives prior to demobilization.
- l) Brief Finance/Administration Section Chief on current problems and recommendations, outstanding issues, and follow-up requirements.
- m) Maintain Unit/Activity Log (ICS Form 214).

**EQUIPMENT TIME RECORDER** – Under supervision of the Time Unit Leader, Equipment Time Recorder is responsible for overseeing the recording of time for all equipment assigned to an incident.

- a) Review Common Responsibilities (Page 8).
- b) Set up Equipment Time Recorder function in location designated by Time Unit Leader.
- c) Advise Ground Support Unit, Facilities Unit, and Air Support Group of the requirement to establish and maintain a file for maintaining a daily record of equipment time.
- d) Assist units in establishing a system for collecting equipment time reports.
- e) Post all equipment time tickets within four hours after the end of each operational period.

- f) Prepare a use and summary invoice for equipment (as required) within twelve (12) hours after equipment arrival at incident.
- g) Submit data to Time Unit Leader for cost effectiveness analysis.
- h) Maintain current posting on all charges or credits for fuel, parts, services and commissary.
- i) Verify all time data and deductions with owner/operator of equipment.
- j) Complete all forms according to agency specifications.
- k) Close out forms prior to demobilization.
- l) Distribute copies per agency and incident policy.
- m) Maintain Unit/Activity Log (ICS Form 214).

**PERSONNEL TIME RECORDER** - Under supervision of the Time Unit Leader, Personnel Time Recorder is responsible for overseeing the recording of time for all personnel assigned to an incident.

- a) Review Common Responsibilities (Page 8).
- b) Establish and maintain a file for employee time reports within the first operational period.
- c) Initiate, gather, or update a time report from all applicable personnel assigned to the incident for each operational period.
- d) Ensure that all employee identification information is verified to be correct on the time report.
- e) Post personnel travel and work hours, transfers, promotions, specific pay provisions and terminations to personnel time documents.
- f) Post all commissary issues to personnel time documents.
- g) Ensure that time reports are signed.
- h) Close out time documents prior to personnel leaving the incident.
- i) Distribute all time documents according to agency policy.
- j) Maintain a log of excessive hours worked and give to Time Unit Leader daily.
- k) Maintain Unit/Activity Log (ICS Form 214).

**COMMISSARY MANAGER** – Under the supervision of the Time Unit Leader, Commissary Manager is responsible for commissary operations and security.

- a) Review Common Responsibilities (Page 8).
- b) Set up and provide commissary operation to meet incident needs.
- c) Establish and maintain adequate security for commissary.
- d) Request commissary stock through Supply Unit Leader.
- e) Maintain complete record of commissary stock including invoices for material received, issuance records, transfer records and closing inventories.
- f) Maintain commissary issue record by crews and submit records to Time

- Recorder during or at the end of each operational period.
- g) Use proper agency forms for all record keeping.
- h) Complete forms according to agency specification.
- i) Ensure that all records are closed out and commissary stock is inventoried and returned to Supply Unit prior to demobilization.
- j) Maintain Unit/Activity Log (ICS Form 214).

**PROCUREMENT UNIT LEADER** – The Procurement Unit Leader is responsible for administering all financial matters pertaining to vendor contracts, leases, and fiscal agreements.

- a) Review Common Responsibilities (Page 8).
- b) Review Unit Leader Responsibilities (Page 8).
- c) Review incident needs and any special procedures with Unit Leaders, as needed.
- d) Coordinate with local jurisdiction on plans and supply sources.
- e) Obtain Incident Procurement Plan.
- f) Prepare and authorize contracts and land use agreements.
- g) Draft memorandum of understanding.
- h) Establish contracts and agreements with supply vendors.
- i) Provide for coordination between the Ordering Manager, agency dispatch, and all other procurement organizations supporting the incident.
- j) Ensure that a system is in place that meets agency property management requirements. Ensure proper accounting for all new property.
- k) Interpret contracts and agreements; resolve disputes within delegated authority.
- l) Coordinate with Compensation/Claims Unit for processing claims.
- m) Coordinate use of impress funds as required.
- n) Complete final processing of contracts and send documents for payment.
- o) Coordinate cost data in contracts with Cost Unit Leader.
- p) Brief Finance/Administration Section Chief on current problems and recommendations, outstanding issues, and follow-up requirements.
- q) Maintain Unit/Activity Log (ICS Form 214).

**COMPENSATION/CLAIMS UNIT LEADER** – The Compensation/Claims Unit Leader is responsible for the overall management and direction of all administrative matters pertaining to compensation for injury and claims-related activities (other than injury) for an incident.

- a) Review Common Responsibilities (Page 8).
- b) Review Unit Leader Responsibilities (Page 8).
- c) Establish contact with incident Safety Officer and Liaison Officer, or Agency

- d) Representatives if no Liaison Officer is assigned.
- e) Determine the need for Compensation for Injury and Claims Specialists and order personnel as needed.
- f) Establish a Compensation for Injury work area within or as close as possible to the Medical Unit.
- g) Review Incident Medical Plan.
- h) Review procedures for handling claims with Procurement Unit.
- i) Periodically review logs and forms produced by Compensation/Claims Specialists to ensure compliance with agency requirements and policies.
- j) Ensure that all Compensation for Injury and Claims logs and forms are complete and routed to the appropriate agency for post-incident processing prior to demobilization.
- k) Maintain Unit/Activity Log (ICS Form 214).

**COMPENSATION FOR INJURY SPECIALIST** – Under the supervision of the Compensation/ Claims Unit Leader, the Compensation For Injury Specialist is responsible for administering financial matters resulting from serious injuries and fatalities occurring on an incident. Close coordination is required with the Medical Unit.

- a) Review Common Responsibilities (Page 8).
- b) Collocate Compensation for Injury operations with those of the Medical Unit when possible.
- c) Establish procedure with Medical Unit Leader on prompt notification of injuries or fatalities.
- d) Obtain copy of Incident Medical Plan (ICS Form 206).
- e) Provide written authority for persons requiring medical treatment.
- f) Ensure that correct agency forms are being used.
- g) Provide correct billing forms for transmittal to doctor and/or hospital.
- h) Monitors and reports on status of hospitalized personnel.
- i) Obtain all witness statements from Safety Officer and/or Medical Unit and review for completeness.
- j) Maintain log of all injuries occurring on incident.
- k) Coordinate/handle all administrative paperwork on serious injuries or fatalities.
- l) Coordinate with appropriate agency (ies) to assume responsibility for injured personnel in local hospitals prior to demobilization.
- m) Maintain Unit/Activity Log (ICS Form 214).

**CLAIMS SPECIALIST** – Under the supervision of the Compensation/Claims Unit Leader, the Claims Specialist is responsible for managing all claims-related activities (other than injury) for an incident.

- a) Review Common Responsibilities (Page 8).
- b) Develop and maintain a log of potential claims.
- c) Coordinate claims prevention plan with applicable incident functions.
- d) Initiate investigation on all claims other than personnel injury.
- e) Ensure that site and property involved in investigation are protected.
- f) Coordinate with investigation team as necessary.
- g) Obtain witness statements pertaining to claims other than personnel injury.
- h) Document any incomplete investigations.
- i) Document follow-up action needs by local agency.
- j) Keep the Compensation/Claims Unit Leader advised on nature and status of all existing and potential claims.
- k) Ensure use of correct agency forms.
- l) Maintain Unit/Activity Log (ICS Form 214).

**FINANCE/ADMIN COST UNIT LEADER** – The Cost Unit Leader is responsible for collecting all cost data, performing cost effectiveness analyses, and providing cost estimates and cost saving recommendations for the incident.

- a) Review Common Responsibilities (Page 8).
- b) Review Unit Leader Responsibilities (Page 8).
- c) Coordinate with agency headquarters on cost reporting procedures.
- d) Collect and record all cost data.
- e) Develop incident cost summaries.
- f) Prepare resources-use cost estimates for the Planning Section.
- g) Make cost-saving recommendations to the Finance/Administration Section Chief.
- h) Complete all records prior to demobilization.
- i) Maintain Unit/Activity Log (ICS Form 214).

# Finance/Administration Section Planning Cycle Guide

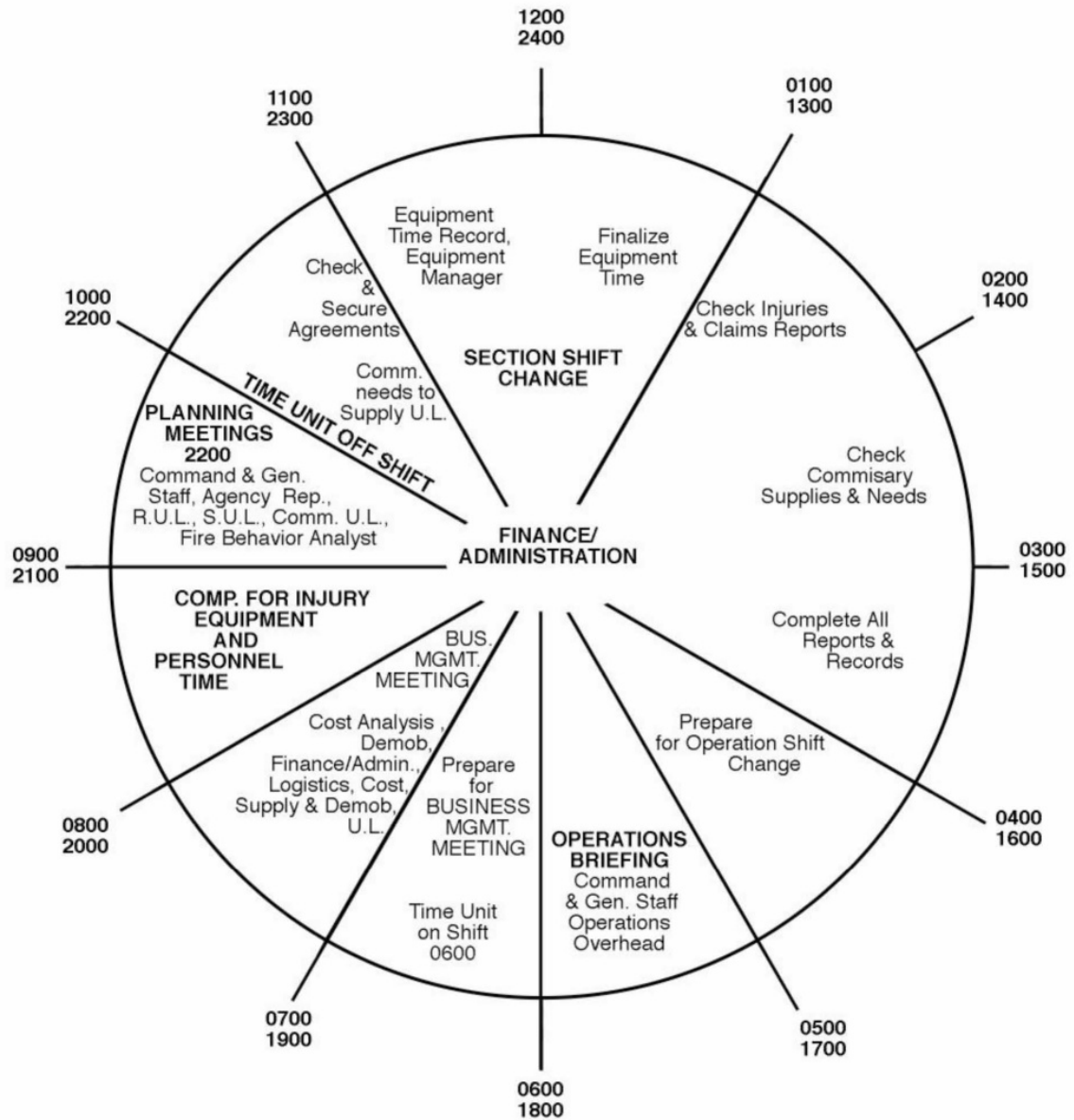


Figure 15 - Finance Planning Cycle

Example Based on 12-Hour Operational Period

## **CHAPTER 10 - MULTI-AGENCY COORDINATION SYSTEM (MACS)**

A Multi-Agency Coordination System (MACS) is a combination of facilities, equipment, personnel, procedures, and communications integrated into a common system with responsibility for coordination of assisting agency resources and support to agency emergency operations.

### **MACS FUNCTIONS**

- a) Evaluate new incidents.
  - Prioritize incidents:
  - Life threatening situation
  - Real property threatened
  - High damage potential
  - Incident complexity
- b) Ensure agency resource situation status is current.
- c) Determine specific incident and agency resource requirements.
- d) Determine agency resource availability for out-of-jurisdiction assignment at this time.
- e) Determine need and designate regional mobilization centers.
- f) Allocate resources to incidents based on priorities.
- g) Anticipate future agency/regional resource needs.
- h) Communicate MACS "decisions" back to agencies/incidents.
- i) Review policies/agreements for regional resource allocations.
- j) Review need for other agencies involvement in MACS.
- k) Provide necessary liaison with other coordinating facilities and agencies as appropriate.

### **POSITION CHECKLISTS**

**MAC GROUP COORDINATOR** - The MAC Group Coordinator serves as a facilitator in organizing and accomplishing the mission, goals and direction of the MAC Group. The Coordinator will:

- a) Facilitate the MAC Group decision process by obtaining, developing and displaying situation information.
- b) Activate and supervise necessary unit and support positions within the MAC Group.
- c) Acquire and manage facilities and equipment necessary to carry out the MAC Group functions.
- d) Implement the decisions made by the MAC Group.



**MAC GROUP AGENCY REPRESENTATIVES** - The MAC Group is made up of top management personnel from responsible agencies/jurisdictions, those organizations heavily supporting the effort or those that are significantly impacted by use of local resources. MACS Agency Representatives involved in a MAC Group must be fully authorized to represent their agency. Their functions can include the following:

- a) Ensure that current situation and resource status is provided by their agency.
- b) Prioritize incidents by an agreed upon set of criteria.
- c) Determine specific resource requirements by agency.
- d) Determine resource availability for out-of-jurisdiction assignments and the need to provide resources in Mobilization Centers.
- e) As needed, designate area or regional mobilization and demobilization centers within their jurisdictions.
- f) Collectively allocate scarce, limited resources to incidents based on priorities.
- g) Anticipate and identify future resource needs.
- h) Review and coordinate policies, procedures and agreements as necessary.
- i) Consider legal/fiscal implications.
- j) Review need for participation by other agencies.
- k) Provide liaison with other coordinating facilities and agencies as appropriate.
- l) Critique and recommend improvements to MACS and MAC Group operations.
- m) Provide personnel cadre and transition to emergency or disaster recovery as necessary.

**SITUATION ASSESSMENT UNIT** - The Situation Assessment Unit (this is also referred to in some agencies and EOC's as the Intelligence Unit) in a Multi-Agency Coordination Center is responsible for the collection and organization of incident status and situation information. They evaluate, analyze and display information for use by the MAC Group. Functions include the following:

- a) Maintain incident situation status including locations, kinds and sizes of incidents, potential for damage, control problems, and any other significant information regarding each incident.
- b) Maintain information on environmental issues, status of cultural and historic resources, and condition of sensitive populations and areas.
- c) Maintain information on meteorological conditions and forecast conditions that may have an effect on incident operations.

- d) Request/obtain resource status information from the Resources Unit or agency dispatch sources.
- e) Combine, summarize and display data for all incidents according to established criteria.
- f) Collect information on accidents, injuries, deaths and any other significant occurrences.
- g) Develop projections of future incident activity.

**RESOURCES UNIT** - The Resources Unit, if activated in a Multi-Agency Coordination Center, maintains summary information by agency on critical equipment and personnel committed and available within the MACS area of responsibility. Status is kept on the overall numbers of critical resources rather than on individual units.

- a) Maintain current information on the numbers of personnel and major items of equipment committed and/or available for assignment.
- b) Identify both essential and excess resources.
- c) Provide resource summary information to the Situation Assessment Unit as requested.

**INFORMATION UNIT** - The Information Unit is designed to provide information regarding the MACS function. The unit will operate an information center to serve the print and broadcast media and other governmental agencies. It may provide summary information from agency/incident information officers and identify local agency sources for additional information to the media and other government agencies. Functions include:

- a) Prepare and release summary information to the news media and participating agencies.  
Assist news media visiting the MACS facility and provide information on its function. Promote inter-agency involvement.
- b) Assist in scheduling press conferences and media briefings.
- c) Assist in preparing information, materials, etc., when requested by the MAC Group Coordinator.
- d) Coordinate all matters related to public affairs (VIP tours, etc.).
- e) Act as escort for facilitated agency tours of incident areas, as appropriate.

## CHAPTER 11 COMMUNICATIONS

### Radio Communications

The tables below list some of the common communication frequencies that can be utilized on SAR missions.

| Frequency   | Name       | Receive PL Tone | Transmit PL Tone | Notes                                                   |
|-------------|------------|-----------------|------------------|---------------------------------------------------------|
| 155.160 MHz | State SAR  |                 | 127.3            | Usage granted to SAR FC<br>License Holder: NMSP, NMSARC |
| 151.370 MHz | SAR #2     |                 |                  | License Holder: NMSARC                                  |
| 159.285 MHz | SAR #3     |                 |                  | License Holder: NMSARC                                  |
| 155.550 MHz | Car to Car | 127.3           | 127.3            | Usage granted to SAR FC                                 |
| 155.370 MHz | LEN        | 127.3           | 127.3            | Usage granted to SAR FC                                 |
| 460.250 MHz | UHF #1     |                 |                  | License Holder: NMSARC                                  |
| 465.250 MHz | UHF #2     |                 |                  | License Holder: NMSARC                                  |

### Amateur Band Repeaters

| Key Ham Repeaters for NM SAR Missions                          |    |                      |         |        |             |           |                | Published: 23 Dec 2011 |                                                            |                       |
|----------------------------------------------------------------|----|----------------------|---------|--------|-------------|-----------|----------------|------------------------|------------------------------------------------------------|-----------------------|
| SP Police District                                             | ID | Name                 | Freq    | Offset | Access Tone | Call Sign | Located Near   | System                 | Comments                                                   | UTM NAD27 Coordinates |
| 1                                                              | 1  | Tesuque              | 146.820 | -.600  | 162.2       | W5SF      | Santa Fe       | Other Linked           | SF Linked System - Tesuque, Elk Mt. & St. Vincent Hospital | 13 S 429358 3960277   |
| 1                                                              | 2  | Los Alamos           | 146.880 | -.600  | none        | W5PDO     | Barrancas Mesa | None                   |                                                            | 13 S 375211 3971319   |
| 1                                                              | 3  | Tesuque - ARES       | 147.020 | +.600  | 141.3       | NM5EM     | Santa Fe       | ARES                   |                                                            | 13 S 429358 3960277   |
| 1                                                              | 4  | St. Vincent Hospital | 147.200 | +.600  | 162.2       | W5SF      | Santa Fe       | Other Linked           | SF Link - Tesuque, Elk Mt. & St. Vincent Hospital          | 13 S 414211 3946264   |
| 1                                                              | 5  | Elk Mt. MegaLink     | 147.260 | +.600  | 67.0        | NM5ML     | Cowles         | MegaLink               |                                                            | 13 S 450050 3958045   |
| 1                                                              | 6  | Elk Mt               | 147.300 | +.600  | 162.2       | W5SF      | Cowles         | Other Linked           | SF Link - Tesuque, Elk Mt. & St. Vincent Hospital          | 13 S 450050 3958045   |
| Repeaters in District 5 and 7 may also be useful in District 1 |    |                      |         |        |             |           |                |                        |                                                            |                       |

|   |    |                        |         |       |         |       |                                |              |                                                               |                           |
|---|----|------------------------|---------|-------|---------|-------|--------------------------------|--------------|---------------------------------------------------------------|---------------------------|
| 2 | 7  | Turkey Mt. ARES        | 145.370 | -.600 | 141.3   | NM5EM | Wagon Mound                    | ARES         |                                                               | 13 S<br>508689<br>3981994 |
| 2 | 8  | Raton                  | 145.490 | -.600 | 100.0   | N0DRC | Raton                          | None         |                                                               | 13 S<br>559526<br>4076349 |
| 2 | 9  | Sierra Grande          | 146.850 | -.600 | 100.0   | N5BOP | Des Moines                     | None         |                                                               | 13 S<br>600337<br>4062596 |
| 2 | 10 | Touch-Me-Not Mt. ARES  | 147.040 | +.600 | 141.3   | NM5EM | Eagle Nest                     | ARES         |                                                               | 13 S<br>482600<br>4045848 |
| 2 | 11 | Sierra Grande ARES     | 147.175 | +.600 | 141.3   | NM5EM | Des Moines                     | ARES         |                                                               | 13 S<br>600337<br>4062596 |
| 2 | 12 | Turkey Mt. MegaLink    | 147.200 | +.600 | 67.0    | NM5ML | Wagon Mound                    | MegaLink     |                                                               | 13 S<br>508689<br>3981994 |
| 2 | 13 | Sierra Grande MegaLink | 147.280 | +.600 | 100.0   | NM5ML | Raton                          | MegaLink     |                                                               | 13 S<br>600337<br>4062596 |
| 2 | 14 | Angel Fire             | 147.340 | +.600 | No Tone | N5LEM | Angel Fire                     | None         |                                                               | 13 S<br>479464<br>4025104 |
| 2 | 15 | Iron Mt. MegaLink      | 444.350 | +5    | 100.0   | NM5ML | Eagle Nest                     | MegaLink     |                                                               | 13 S<br>480527<br>4052406 |
| 3 | 16 | Caudill Ranch ARES     | 145.250 | -.600 | 141.3   | NM5EM | Caprock; 45 m. east of Roswell | ARES         | Assumed to be on Caprock tower                                | 13 S<br>614407<br>3693372 |
| 3 | 17 | Maljamar MegaLink      | 147.140 | +.600 | 67.0    | NM5ML | NW of Hobbs                    | MegaLink     |                                                               | 13 S<br>616437<br>3637026 |
| 3 | 18 | Caprock                | 147.180 | +.600 | 100.0   | KB5ZF | 45 miles E of Roswell          | None         | Very wide coverage: Carlsbad/Hobbs north to Ft. Sumner/Clovis | 13 S<br>614407<br>3693372 |
| 3 | 19 | Rosewell MegaLink      | 147.260 | +.600 | 100.0   | NM5ML | Rosewell                       | MegaLink     |                                                               | 13 S<br>558051<br>3695291 |
| 3 | 20 | Carlsbad               | 147.280 | +.600 | 123.0   | K5CNM | Carlsbad                       | Other Linked | Linked to other Eddy Cty repeaters. Tower height 480'         | 13 S<br>575639<br>3593239 |
| 3 | 21 | Queen                  | 147.300 | +.600 | 123.0   | K5CNM | Queen                          | Other Linked | Linked to other Eddy Cty repeaters. Tower height 160'         | 13 S<br>524643<br>3561778 |
| 3 | 22 | Loving                 | 147.360 | +.600 | 123.0   | K5CNM | Loving                         | Other Linked | Linked to other Eddy Cty repeaters. Tower height 480'         | 13 S<br>584615<br>3569812 |
| 3 | 23 | Hope                   | 147.380 | +.600 | 123.0   | K5CNM | Hope                           | Other Linked | Linked to other Eddy Cty repeaters.                           | 13 S<br>527217<br>3627029 |

|                                                                             |    |                             |             |           |       |            |                          |                 |                                                                                                             |                           |
|-----------------------------------------------------------------------------|----|-----------------------------|-------------|-----------|-------|------------|--------------------------|-----------------|-------------------------------------------------------------------------------------------------------------|---------------------------|
|                                                                             |    |                             |             |           |       |            |                          |                 | Tower height<br>160'                                                                                        |                           |
| 3                                                                           | 24 | Artesia                     | 442.45<br>0 | +5        | 162.2 | K5CNM      | Artesia                  | Other<br>Linked | Linked to<br>other Eddy<br>Cty<br>repeaters.<br>Tower height<br>480'                                        | 13 S<br>573711<br>3628633 |
| 3                                                                           | 25 | W5COW -<br>FLETC            | 444.97<br>5 | +5        | 156.7 | W5CO<br>W  | Artesia                  | None            | Used by<br>teams in<br>route                                                                                | 13 S<br>531216<br>3632620 |
| 3                                                                           | 26 | Dark<br>Canyon<br>Megalink  | 449.27<br>5 | -5        | 67.0  | NM5M<br>L  | Queen (SE<br>of)         | MegaLi<br>nk    |                                                                                                             | 13 S<br>524744<br>3548837 |
| 4                                                                           | 27 | W7DXX                       | 146.84<br>0 | -.600     | 100.0 | W7DXX      | Las Cruces<br>Airport    | None            |                                                                                                             | 13 S<br>319521<br>3571407 |
| 4                                                                           | 28 | Las Cruces<br>MegaLink      | 147.18<br>0 | +.60<br>0 | 100.0 | NM5M<br>L  | Twin<br>Peaks            | MegaLi<br>nk    |                                                                                                             | 13 S<br>334198<br>3604426 |
| 4                                                                           | 29 | Mt<br>Franklin<br>MegaLink  | 147.20<br>0 | +.60<br>0 | 67.0  | NM5M<br>L  | El Paso TX               | MegaLi<br>nk    |                                                                                                             | 13 S<br>358842<br>3530435 |
| <b>Repeaters in Districts 8, 11 and 12 may also be useful in District 4</b> |    |                             |             |           |       |            |                          |                 |                                                                                                             |                           |
| 5                                                                           | 30 | Cedro<br>Peak<br>ARES       | 145.16<br>0 | -.600     | 162.2 | K5BIQ      | Tijeras                  | ARES            |                                                                                                             | 13 S<br>376783<br>3879534 |
| 5                                                                           | 31 | Eureka<br>Mesa<br>ARES      | 145.17<br>5 | -.600     | 141.3 | NM5E<br>M  | Cuba                     | ARES            |                                                                                                             | 13 S<br>333856<br>3986800 |
| 5                                                                           | 32 | Pajarito<br>Mt              | 145.19<br>0 | -.600     | 100.0 | KD5CU<br>C | Los<br>Alamos            | None            |                                                                                                             | 13 S<br>372147<br>3971695 |
| 5                                                                           | 33 | Sandia<br>Crest<br>MegaLink | 145.29<br>0 | -.600     | 100.0 | NM5M<br>L  | NE of<br>Albuquerq<br>ue | MegaLi<br>nk    | Also at<br>444.325, +5,<br>100.0                                                                            | 13 S<br>367626<br>3897897 |
| 5                                                                           | 34 | ABQ /<br>Raven<br>Road      | 146.72<br>0 | -.600     | 100.0 | K5CQH      | South of<br>Tijeras      | None            | Good for<br>Eastern part<br>of district 5                                                                   | 13 S<br>377293<br>3872169 |
| 5                                                                           | 35 | ABQ Hub<br>/Truman<br>Gate  | 146.90<br>0 | -.600     | 67.0  | K5FIQ      | Kirtland<br>AFB          | URFMSI          | Linked to<br>147.06 on<br>east side of<br>mountains;<br>trustee can<br>link to other<br>URFMSI<br>repeaters | 13 S<br>355174<br>3880425 |
| 5                                                                           | 36 | Capilla<br>Peak             | 146.96<br>0 | -.600     | 100.0 | K5URR      | E of Belen/<br>Manzanos  | URFMSI          | Good for<br>southern<br>part of<br>Distict 5;<br>trustee can<br>link to other<br>URFMSI<br>repeaters        | 13 S<br>371459<br>3840265 |
| 5                                                                           | 37 | Tapia<br>Mesa               | 147.06<br>0 | +.60<br>0 | 67.0  | K5FIQ      | Clines<br>Corner         | URFMSI          | Linked to<br>146.90 on<br>west side of<br>mountains;<br>trustee can<br>link to other<br>URFMSI<br>repeaters | 13 S<br>443072<br>3884108 |

|                                                                                           |    |                          |         |       |         |        |                           |              |                                                                                                                                                                |                           |
|-------------------------------------------------------------------------------------------|----|--------------------------|---------|-------|---------|--------|---------------------------|--------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|
| 5                                                                                         | 38 | Eureka Mesa MegaLink     | 147.240 | +600  | 67.0    | NM5ML  | E of Cuba                 | MegaLink     |                                                                                                                                                                | 13 S<br>333856<br>3986800 |
| 5                                                                                         | 39 | Cedro Peak MegaLink      | 147.440 | None  | 100.0   | NM5ML  | SE of Albuquerque         | MegaLink     |                                                                                                                                                                | 13 S<br>376783<br>3879534 |
| 5                                                                                         | 40 | Pajarito Peak            | 443.100 | +5    | 100.0   | NM5SC  | Cuba                      | Other Linked | Linked to 147.100 & 443.000 in Rio Rancho                                                                                                                      | 13 S<br>331714<br>3951936 |
| <b>Some District 5 repeaters may be in range of District 1, 2, 6, 7, 8, 9, 10, and 11</b> |    |                          |         |       |         |        |                           |              |                                                                                                                                                                |                           |
| 6                                                                                         | 41 | Zuni                     | 145.430 | -.600 | 162.2   | WA5SOX | Zuni                      | None         | Good for southern part of Distict 6                                                                                                                            | 12 S<br>709705<br>3886353 |
| 6                                                                                         | 42 | Microwave Ridge          | 146.640 | -.600 | No Tone | W5PDY  | ENE of Grants             | URFMSI       | Good for south of I-40 and Malpais; better than 146.94 in some areas; linked to other URFMSI repeaters                                                         | 13 S<br>263347<br>3898116 |
| 6                                                                                         | 43 | Microwave Ridge MegaLink | 146.66  | -.600 | 100.0   | NM5ML  | ENE of Grants             | MegaLink     |                                                                                                                                                                | 13 S<br>263347<br>3898116 |
| 6                                                                                         | 44 | La Mosca                 | 146.940 | -.600 | 100.0   | WB5EKP | NE of Grants              | URFMSI       | Good for western part of district 5 & District 6 and south and east District 10; trustee can link to other URFMSI repeaters . Same tower as 146.98 and 449.950 | 13 S<br>264009<br>3903748 |
| 6                                                                                         | 45 | La Mosca ARES            | 146.980 | -.600 | 141.3   | NM5EM  | NE of Grants              | ARES         | Good for eastern part of district 6, western Dist. 5 and southern Dist. 10. Same tower as 146.94 and 449.950                                                   | 13 S<br>264009<br>3903748 |
| 6                                                                                         | 46 | Deza Bluff MegaLink      | 147.220 | +600  | 67.0    | NM5ML  | n. of Gallup and Tohatchi | MegaLink     |                                                                                                                                                                | 12 S<br>700944<br>3975901 |
| 6                                                                                         | 47 | Gibson Peak              | 147.260 | +600  | 100.0   | KC5WDV | Gallup                    | Other Linked | Good for western part of Districts 6 and 10. Greg KC5WDV, the repeater owner has the ability to use either a VHF or UHF                                        | 12 S<br>710135<br>3942300 |

|                                                                                 |    |                             |             |           |         |        |                            |              |                                                                                                                                                                            |                           |
|---------------------------------------------------------------------------------|----|-----------------------------|-------------|-----------|---------|--------|----------------------------|--------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|
|                                                                                 |    |                             |             |           |         |        |                            |              | remote base radio to link to other repeaters.                                                                                                                              |                           |
| 6                                                                               | 48 | La Mosca<br>449.95          | 444.95<br>0 | +5        | 100.0   | WB5EKP | Mt. Taylor<br>NE of Grants | Other Linked | Good for eastern part of district 6 and even to Western District 5; can be linked to 145.43 in Zuni, which can link to 147.26 Gibson Peak. Same tower as 146.94 and 146.98 | 13 S<br>264009<br>3903748 |
| 7                                                                               | 49 | San Antonio<br>ARES         | 145.17<br>5 | -.600     | 141.3   | NM5EM  | Tres Piedras               | ARES         |                                                                                                                                                                            | 13 S<br>409270<br>4079550 |
| 7                                                                               | 50 | Pagosa Springs              | 146.61<br>0 | -.600     | 123.0   | NØJSP  | Colorado                   | None         |                                                                                                                                                                            | 13 S<br>322460<br>4114289 |
| 7                                                                               | 51 | San Antonio Mt.             | 146.76<br>0 | -.600     | 67.0    | KD5CHU | Tres Piedras               | None         | In future may link to SF ARC System - Tesuque, Elk Mt. & St. Vincent Hospital.                                                                                             | 13 S<br>409270<br>4079550 |
| 7                                                                               | 52 | Cerro Pelon<br>ARES         | 147.04<br>0 | +.60<br>0 | 141.3   | NM5EM  | Abiquiu                    | ARES         |                                                                                                                                                                            | 13 S<br>374592<br>3998507 |
| 7                                                                               | 53 | Chama                       | 147.08<br>0 | +.60<br>0 | 162.2   | W5SF   | 3.5 Miles SW Chama         | Other Linked | In future may link to SF ARC System - Tesuque, Elk Mt. & St. Vincent Hospital                                                                                              | 13 S<br>358919<br>4079197 |
| 7                                                                               | 54 | Picuris Peak                | 147.12<br>0 | +.60<br>0 | 67.0    | WU5B   | Taos                       | None         |                                                                                                                                                                            | 13 S<br>441249<br>4011336 |
| 7                                                                               | 55 | Taos Ski Valley<br>MegaLink | 147.14<br>0 | +.60<br>0 | 67.0    | NM5ML  | Taos Ski Valley            | MegaLink     |                                                                                                                                                                            | 13 S<br>459639<br>4047691 |
| 7                                                                               | 56 | Dixon                       | 147.18<br>0 | +.60<br>0 | No Tone | K5PEY  | Embudo                     | None         |                                                                                                                                                                            | 13 S<br>416128<br>4004485 |
| 7                                                                               | 57 | San Antonio<br>MegaLink     | 147.22<br>0 | +.60<br>0 | 100.0   | NM5ML  | San Antonio Peak           | MegaLink     |                                                                                                                                                                            | 13 S<br>409270<br>4079550 |
| <b>Repeaters in Districts 1, 2, 5, and 10 may also be useful in District 7.</b> |    |                             |             |           |         |        |                            |              |                                                                                                                                                                            |                           |
| 8                                                                               | 58 | Long Ridge<br>MegaLink      | 145.35<br>0 | -.600     | 67.0    | NM5ML  | Alamogordo                 | MegaLink     | May not be working                                                                                                                                                         | 13 S<br>415785<br>3629274 |
| 8                                                                               | 59 | Benson Ridge<br>ARES        | 145.37<br>0 | -.600     | 156.7   | NM5EM  | Cloudcroft                 | ARES         |                                                                                                                                                                            | 13 S<br>427611<br>3637439 |

|   |    |                           |         |       |       |        |                         |              |                                                                   |                           |
|---|----|---------------------------|---------|-------|-------|--------|-------------------------|--------------|-------------------------------------------------------------------|---------------------------|
| 8 | 60 | Capitan Peak              | 146.610 | -.600 | 100.0 | KB5ZFA | ENE of Capitan          | Other Linked | Linked with systems in AZ but W5YFN could unlink them on request. | 13 S<br>467425<br>3718565 |
| 8 | 61 | Capitan Peak MegaLink     | 146.660 | -.600 | 67.0  | NM5ML  | ENE of Capitan          | MegaLink     |                                                                   | 13 S<br>467425<br>3718565 |
| 8 | 62 | Buck Mtn 146.74           | 146.740 | -.600 | 100.0 | K5FBK  | Ruidoso                 | Other Linked | Linked to 443.825                                                 | 13 S<br>427262<br>3696143 |
| 8 | 63 | Alamogordo                | 146.800 | -.600 | 100.0 | K5LRW  | Alamogordo              | None         |                                                                   | 13 S<br>415878<br>3640359 |
| 8 | 64 | Weed Lookout              | 146.960 | -.600 | 100.0 | KE5MIQ | Weed; ESE of Alamogordo | Other Linked | Part of SMRC linked system                                        | 13 S<br>443873<br>3629073 |
| 8 | 65 | Buck Mtn 146.98           | 146.980 | -.600 | 100.0 | K5RIC  | Ruidoso                 | Other Linked | Linked to 443.925                                                 | 13 S<br>427262<br>3696143 |
| 8 | 66 | Alamo Peak                | 147.220 | +.600 | 100.0 | KE5MIQ | Cloudcroft              | Other Linked | Part of SMRC linked system                                        | 13 S<br>425231<br>3640284 |
| 8 | 67 | Gallinas Lookout MegaLink | 147.28  | +.600 | 100.0 | NM5ML  | W of Corona             | MegaLink     |                                                                   | 13 S<br>427444<br>3789654 |
| 8 | 68 | James Canyon              | 147.340 | +.600 | 100.0 | KE5MIQ | Cloudcroft              | Other Linked | Part of SMRC linked system                                        | 13 S<br>434583<br>3640217 |
| 8 | 69 | Buck Mtn 443.825          | 443.825 | +5    | 100.0 | K5FBK  | Ruidoso                 | Other Linked | Linked to 146.74                                                  | 13 S<br>427262<br>3696143 |
| 8 | 70 | Buck Mtn 443.925          | 443.925 | +5    | 162.2 | K5RIC  | Ruidoso                 | Other Linked | Linked to 146.98                                                  | 13 S<br>427262<br>3696143 |
| 8 | 71 | James Ridge               | 444.025 | +5    | 100.0 | KE5MIQ | Cloudcroft              | Other Linked | Part of SMRC linked system                                        | 13 S<br>443375<br>3540405 |
| 8 | 72 | Cow Mountain MegaLink     | 444.375 | +5    | 67.0  | NM5ML  | Ruidoso                 | MegaLink     |                                                                   | 13 S<br>430393<br>3692577 |
| 9 | 73 | Claud ARES                | 145.370 | -.600 | 141.3 | NM5EM  | Claud/Clovis            | ARES         |                                                                   | 13 S<br>663484<br>3833588 |
| 9 | 74 | Portales 146.82           | 146.820 | -.600 | 67.0  | N5HXL  | Portales                | None         |                                                                   | 13 S<br>653947<br>3783541 |
| 9 | 75 | Midway                    | 147.000 | +.600 | 67.0  | W5OMU  | N of Portales           | None         |                                                                   | 13 S<br>661257<br>3787362 |
| 9 | 76 | Moon Ranch ARES           | 147.040 | +.600 | 141.3 | NM5EM  | Santa Rosa              | ARES         |                                                                   | 13 S<br>505094<br>3878358 |
| 9 | 77 | Fort Sumner MegaLink      | 147.140 | +.600 | 100.0 | NM5ML  | Fort Sumner             | MegaLink     |                                                                   | 13 S<br>558213<br>3813884 |
| 9 | 78 | Tucumcari MegaLink        | 147.220 | +.600 | 100.0 | NM5ML  | Tucumcari               | MegaLink     |                                                                   | 13 S<br>618603<br>3888505 |
| 9 | 79 | Portales 147.24           | 147.240 | +.600 | 67.0  | KA5B   | Portales                | None         | Wide Coverage                                                     | 13 S<br>653947<br>3783541 |
| 9 | 80 | Melrose                   | 147.28  | +.60  | 67.0  | NM5M   | Melrose                 | MegaLi       |                                                                   | 13 S                      |



|           |           |                                              |             |           |            |            |                                    |                 |                                                                                                                                      |                           |
|-----------|-----------|----------------------------------------------|-------------|-----------|------------|------------|------------------------------------|-----------------|--------------------------------------------------------------------------------------------------------------------------------------|---------------------------|
|           |           | <b>MegaLink</b>                              | 0           | 0         |            | L          |                                    | nk              |                                                                                                                                      | 631609<br>3818326         |
| 9         | <b>81</b> | <b>Mesa Rica<br/>MegaLink</b>                | 147.36<br>0 | +.60<br>0 | 100.0      | NM5M<br>L  | Conchas<br>Dam                     | MegaLi<br>nk    |                                                                                                                                      | 13 S<br>569842<br>3898948 |
| 9         | <b>82</b> | <b>Clovis<br/>444.925</b>                    | 444.92<br>5 | +5        | 67.0       | KA5B       | Clovis<br>(center of<br>town)      | None            |                                                                                                                                      | 13 S<br>664291<br>3810125 |
| 9         | <b>83</b> | <b>McAlister</b>                             | 447.40<br>0 | -5        | No<br>Tone | W5DD<br>R  | McAlister                          | None            |                                                                                                                                      | 13 S<br>619091<br>3841973 |
| <b>10</b> | <b>84</b> | <b>Roof<br/>Butte</b>                        | 145.25<br>0 | -.600     | 100.0      | KB5ITS     | Shiprock<br>AZ                     | None            | Good for<br>western part<br>of district 10.                                                                                          | 12 S<br>670300<br>4037225 |
| 10        | <b>85</b> | <b>Lybrook<br/>ARES</b>                      | 145.49<br>0 | -.600     | 100.0      | K5WXI      | Lybrook                            | ARES            | Good for<br>east & South<br>District 10;<br>can be linked<br>to 146.74<br>Aztec                                                      | 13 S<br>266286<br>4009062 |
| 10        | <b>86</b> | <b>Aztec<br/>ARES</b>                        | 146.74<br>0 | -.600     | 100.0      | K5WXI      | Aztec                              | ARES            | Good for<br>north District<br>10; can be<br>linked to<br>146.49<br>Lybrook                                                           | 13 S<br>241313<br>4076406 |
| 10        | <b>87</b> | <b>Menefee<br/>Mountain</b>                  | 146.79<br>0 | -.600     | 127.3      | KD5LW<br>U | Mancos<br>CO                       | Other<br>Linked | Links to<br>449.174. -<br>5.00, 127.3<br>and other<br>repeaters in<br>Farmington,<br>Durango,<br>Silverton and<br>Pagosa<br>Springs. | 12 S<br>740693<br>4136961 |
| 10        | <b>88</b> | <b>Roof<br/>Butte<br/>ARES</b>               | 146.82<br>0 | -.600     | 100.0      | K5WXI      | Shiprock<br>AZ                     | ARES            |                                                                                                                                      | 12 S<br>670300<br>4037225 |
| 10        | <b>89</b> | <b>Farmington<br/>ARES</b>                   | 146.85<br>0 | -.600     | 100.0      | K5WXI      | Bluffs                             | ARES            | Good for<br>north District<br>10                                                                                                     | 12 S<br>750523<br>4053950 |
| 10        | <b>90</b> | <b>Huerfano<br/>Mesa<br/>ARES</b>            | 146.92<br>0 | -.600     | 100.0      | K5WXI      | Bloomfield                         | ARES            | Good for<br>north District<br>10                                                                                                     | 13 S<br>248942<br>4031754 |
| 10        | <b>91</b> | <b>Harris<br/>Mesa<br/>MegaLink</b>          | 147.28<br>0 | +.60<br>0 | 67.0       | NM5M<br>L  | SE fo<br>Bloomfield                | MegaLi<br>nk    |                                                                                                                                      | 13 S<br>249533<br>4052061 |
| <b>11</b> | <b>92</b> | <b>Caballo<br/>ARES</b>                      | 145.13<br>0 | -.600     | 141.3      | NM5E<br>M  | south T or<br>C                    | ARES            | Tower also<br>has Megalink<br>and 146.76                                                                                             | 13 S<br>292204<br>3650087 |
| 11        | <b>93</b> | <b>"M" Mtn<br/>ARES</b>                      | 145.17<br>5 | -.600     | 141.3      | NM5E<br>M  | Socorro                            | ARES            | Tower also<br>has<br>MegaLink                                                                                                        | 13 S<br>318902<br>3771645 |
| 11        | <b>94</b> | <b>South<br/>Mtn</b>                         | 145.27<br>0 | -.600     | 141.3      | K7EAR      | South Mtn<br>AZ                    | None            | Good for<br>western part<br>of district 11                                                                                           | 12 S<br>669690<br>3744287 |
| 11        | <b>95</b> | <b>Socorro</b>                               | 146.68<br>0 | -.600     | 100.0      | W5AQ<br>A  | Socorro<br>Peak                    | None            |                                                                                                                                      | 13 S<br>318902<br>3771645 |
| 11        | <b>96</b> | <b>Mesilla<br/>Valley<br/>Radio<br/>Club</b> | 146.76<br>0 | -.600     | 100.0      | N5BL       | Caballo Mt<br>(south of<br>T or C) | None            |                                                                                                                                      | 13 S<br>292204<br>3650087 |

|                                                                                                                        |     |                            |         |       |       |       |                        |          |                                                                        |                           |
|------------------------------------------------------------------------------------------------------------------------|-----|----------------------------|---------|-------|-------|-------|------------------------|----------|------------------------------------------------------------------------|---------------------------|
| 11                                                                                                                     | 97  | Davenport Lookout MegaLink | 147.040 | +600  | 100.0 | NM5ML | Datil (northwest of)   | MegaLink |                                                                        | 13 S<br>231910<br>3797217 |
| 11                                                                                                                     | 98  | Luera Mtn MegaLink         | 147.140 | +600  | 100.0 | NM5ML | Datil (20 m. south of) | MegaLink |                                                                        | 13 S<br>235502<br>3740509 |
| 11                                                                                                                     | 99  | "M" Mtn MegaLink           | 147.240 | +600  | 100.0 | NM5ML | Socorro                | MegaLink |                                                                        | 13 S<br>318902<br>3771645 |
| 11                                                                                                                     | 100 | Caballo Mt MegaLink        | 147.260 | +600  | 100.0 | NM5ML | South of T or C        | MegaLink | Good for District 4 and southern District 11; part of Megalink system. | 13 S<br>292204<br>3650087 |
| 11                                                                                                                     | 101 | Davenport ARES             | 147.320 | +600  | 141.3 | NM5EM | Datil (northwest of)   | ARES     |                                                                        | 13 S<br>231910<br>3797217 |
| 11                                                                                                                     | 102 | Frisco Divide ARES         | 147.340 | +600  | 141.3 | NM5EM | Reserve                | ARES     |                                                                        | 12 S<br>695880<br>3737313 |
| 11                                                                                                                     | 103 | Frisco Divide MegaLink     | 147.360 | +600  | 67.0  | NM5ML | Reserve                | MegaLink |                                                                        | 12 S<br>695880<br>3737313 |
| 12                                                                                                                     | 104 | Pino Altos MegaLink        | 145.115 | -.600 | 67.0  | NM5ML | N of Silver City       | MegaLink |                                                                        | 12 S<br>765531<br>3626927 |
| 12                                                                                                                     | 105 | Jack's Peak ARES           | 145.145 | -.600 | 141.3 | NM5EM | NE of Lordsburg        | ARES     | Between Lordsburg and Silver City                                      | 12 S<br>741034<br>3607664 |
| 12                                                                                                                     | 106 | Jack's Peak MegaLink       | 145.170 | -.600 | 100.0 | NM5ML | NE of Lordsburg        | MegaLink |                                                                        | 12 S<br>741034<br>3607664 |
| 12                                                                                                                     | 107 | Black's Peak               | 146.980 | -.600 | 103.5 | K5GAR | Silver City            | None     | In the Gila National Forest about ten miles northeast of Silver City   | 12 S<br>765531<br>3626927 |
| 12                                                                                                                     | 108 | Little Florida MegaLink    | 147.020 | +600  | 100.0 | NM5ML | Deming                 | MegaLink |                                                                        | 13 S<br>254902<br>3565032 |
| In District 12, the key repeaters for tactical communications are the Jack's Peak ARES and the Black's Peak repeaters. |     |                            |         |       |       |       |                        |          |                                                                        |                           |
| The MegaLink repeaters may be useful for logistics, e.g. to contact teams in route or outside resources.               |     |                            |         |       |       |       |                        |          |                                                                        |                           |

### Interoperability Repeaters

|            | Name      |         | RX         | Access Tone | TX         | Access Tone | Location    |
|------------|-----------|---------|------------|-------------|------------|-------------|-------------|
| <b>VHF</b> |           |         |            |             |            |             |             |
| Duplex     | NM Rptr A | INTEROP | 151.3400 N | 156.7       | 158.9850 N | 156.7       | Albuquerque |
|            | NM Rptr A |         |            |             |            |             | Roswell     |

|            | Name         |         | RX            | Access<br>Tone | TX            | Access<br>Tone | Location                |
|------------|--------------|---------|---------------|----------------|---------------|----------------|-------------------------|
|            | NM Rptr<br>A |         |               |                |               |                | Jacks Peak(Silver City) |
|            | NM Rptr<br>A |         |               |                |               |                | Huerfano(Bloomfield)    |
|            | NM Rptr<br>A |         |               |                |               |                | Turkey(Wagon Mound)     |
| Duple<br>x | NM Rptr<br>B | INTEROP | 154.4525<br>N | 156.7          | 159.1650<br>N | 156.7          | T or C                  |
|            | NM Rptr<br>B |         |               |                |               |                | Carlsbad                |
|            | NM Rptr<br>B |         |               |                |               |                | Grants                  |
|            | NM Rptr<br>B |         |               |                |               |                | San Antonio(Taos)       |
|            | NM Rptr<br>B |         |               |                |               |                | Wheatland (Tucumcari)   |
|            | NM Rptr<br>B |         |               |                |               |                | Rabbit Peak (Chama)     |
| Duple<br>x | NM Rptr<br>C | INTEROP | 151.2800<br>N | 156.7          | 158.7375<br>N | 156.7          | Gallup/Zuni             |
|            | NM Rptr<br>C |         |               |                |               |                | Hobbs                   |
|            | NM Rptr<br>C |         |               |                |               |                | Deming                  |
|            | NM Rptr<br>C |         |               |                |               |                | Socorro                 |
|            | NM Rptr<br>C |         |               |                |               |                | Tesuque(Santa Fe)       |
| Duple<br>x | NM Rptr<br>D | INTEROP | 154.4525<br>N | 156.7          | 158.8050<br>N | 156.7          | Las Cruces              |
|            | NM Rptr<br>D |         |               |                |               |                | Buck (Carrizozo)        |
|            | NM Rptr<br>D |         |               |                |               |                | Frisco Divide (Reserve) |
|            | NM Rptr<br>D |         |               |                |               |                | Midway                  |

|                   | Name             |                  | RX            | Access<br>Tone | TX            | Access<br>Tone | Location                      |
|-------------------|------------------|------------------|---------------|----------------|---------------|----------------|-------------------------------|
|                   | NM Rptr<br>D     |                  |               |                |               |                | Sierra Grande (Raton)         |
| <b><u>UHF</u></b> |                  |                  |               |                |               |                |                               |
| Duple<br>x        | <b>UCALL40R</b>  | INTEROP          | 453.2125<br>N | 156.7          | 458.2125<br>N | 156.7          | Rptr A - see vhf<br>locations |
| Duple<br>x        | <b>UTAC41R</b>   | INTEROP          | 453.4625<br>N | 156.7          | 458.4625<br>N | 156.7          | Rptr B - see vhf<br>locations |
| Duple<br>x        | <b>UTAC42R</b>   | INTEROP          | 453.7125<br>N | 156.7          | 458.7125<br>N | 156.7          | Rptr C - see vhf<br>locations |
| Duple<br>x        | <b>UTAC43R</b>   | INTEROP          | 453.8625<br>N | 156.7          | 458.8625<br>N | 156.7          | Rptr D - see vhf<br>locations |
| <b><u>800</u></b> |                  |                  |               |                |               |                |                               |
| Duple<br>x        | <b>8Call90 R</b> | Public<br>Safety | 851.0125<br>N | 156.7          | 806.0125<br>N | 156.7          | Rptr A - see vhf<br>locations |
| Duple<br>x        | <b>8Tac91 R</b>  | Public<br>Safety | 851.5125<br>N | 156.7          | 806.5125<br>N | 156.7          | Rptr B - see vhf<br>locations |
| Duple<br>x        | <b>8Tac92 R</b>  | Public<br>Safety | 852.0125<br>N | 156.7          | 807.0125<br>N | 156.7          | Rptr C - see vhf<br>locations |
| Duple<br>x        | <b>8Tac93 R</b>  | Public<br>Safety | 852.5125<br>N | 156.7          | 807.5125<br>N | 156.7          | Rptr D - see vhf<br>locations |

## Satellite Phone

Each New Mexico State Police District Office has one or more satellite phones that are available for usage on SAR mission. The Incident Commander is responsible for determine the need for a satellite phone and arranging for delivery of the phone to the incident base.

### How to use Satellite Phone to Make Calls

#### Call a terrestrial number:

Dial 001 + area code + phone number (example 0015058271234)

Press the button between the green and red buttons

#### Call another Satellite Phone number:

Dial 00 + satellite phone number (example 00870776455123)

Press the button between the green and red buttons

#### Call a Satellite Phone from a terrestrial number:

Dial 011 + satellite phone number (example 011870776455123)

### Calls are international calls

#### Satellite Phone Numbers

| NMSP District   | Phone Number    |
|-----------------|-----------------|
| D1              | 870 776 726 857 |
| D2 Las Vegas    | 870 776 455 795 |
| D2 Raton        | 870 776 455 938 |
| D3              | 870 776 455 792 |
| D4              | 870 776 455 788 |
| D5              | 870 776 455 941 |
| D6              | 870 776 455 940 |
| D7 Espanola     | 870 776 455 939 |
| D7 Taos         | 870 776 726 856 |
| D8              | 870 776 455 785 |
| D9              | 870 776 455 791 |
| D10             | 870 776 455 790 |
| D11             | 870 776 455 784 |
| D12 Silver City | 870 776 455 786 |
| D12 Deming      | 870-776 726 861 |

## CHAPTER 12 Resource Types

**Resource typing** is categorizing, by capability, the resources requested, deployed, and used in incidents. Measurable standards identifying resource capabilities and performance levels serve as the basis for categories. Resource users at all levels use these standards to identify and inventory resources.

**Resource kinds** may be divided into subcategories to define more precisely the capabilities needed to meet specific requirements. To determine the typing of a particular resource refer to FEMA 508-8, Typed Resource Definitions, November 2005 which has been included with this document as a separate attachment.

## CHAPTER 13 URBAN SEARCH AND RESCUE

The New Mexico Office of Homeland Security and the Department of Public Safety are moving towards a sharing of responsibilities, this chapter is included to introduce the New Mexico State Police Incident Command Staff of how the Urban Search and Rescue team, New Mexico Task Force One, is configured and operates.

### INTRODUCTION

The Urban Search and Rescue (US&R) organizational module is designed to provide supervision and control of essential functions at incidents where technical rescue expertise and equipment are required for safe and effective rescue operations. US&R incidents can be caused by a variety of events such as an earthquake or terrorist incident that cause widespread damage to a variety of structures and entrap hundreds of people. Other examples of US&R events can range from mass transportation accidents with multiple victims to single site events such as a trench cave-in or confined space rescue involving only one or two victims. US&R operations are unique in that specialized training and equipment are required to mitigate the incident in the safest and most efficient manner possible.

Initial Urban Search and Rescue operations will be directed by the first arriving public safety officer who will assume command as the Incident Commander (IC). Subsequent changes in the incident command structure will be based on the resource and management needs of the incident following established ICS procedures.

Additional resources may include US&R Companies and US&R Crews specifically trained and equipped for urban search and rescue operations. The US&R Company is capable of conducting search and rescue operations at incidents where technical expertise and equipment are required. US&R Crews are trained urban search and rescue personnel dispatched to the incident with or without rescue equipment. US&R Companies and Crews can be assigned as a single resource, grouped to form US&R Strike Teams or added to other resources to form a Task Force. US&R Single Resources, Strike Teams, and Task Forces are managed the same as other incident resources.

Due to the unique hazards and complexity of urban search and rescue incidents the Incident Commander may need to request a wide variety and amount of multi-disciplinary resources.

US&R Companies and Crews are "typed" based on an identified operational

capability. Four levels of US&R operational capability have been identified to assist the IC in requesting appropriate resources for the incident. These levels are based on five general construction categories and an increasing capability of conducting a rescue at specified emergency situations with an identified minimum amount of training and equipment.

The US&R Type-4 (Basic) Operational Level represents the minimum capability to conduct safe and effective search and rescue operations at incidents involving non-structural entrapment in non-collapsed structures.

The US&R Type-3 (Light) Operational Level represents the minimum capability to conduct safe and effective search and rescue operations at structure collapse incidents involving the collapse or failure of Light Frame Construction and low angle or one-person load rope rescue.

The US&R Type-2 (Medium) Operational Level represents the minimum capability to conduct safe and effective search and rescue operations at structure collapse incidents involving the collapse or failure of Heavy Wall Construction, high angle rope rescue (not including highline systems), confined space rescue (no permit required), and trench and excavation rescue.

The US&R Type-1 (Heavy) Operational Level represents the minimum capability to conduct safe and effective search and rescue operations at structure collapse incidents involving the collapse or failure of Heavy Floor, Pre-cast Concrete and Steel Frame Construction, high angle rope rescue (including highline systems), confined space rescue (permit required), and mass transportation rescue.

The State US&R Task Force (NM TSF-1) is comprised of 210 people specially trained and equipped for large or complex Urban Search and Rescue operations. The multi-disciplinary organization provides seven functional elements that include Supervision, Search, Rescue, Haz-Mat, Medical, Logistics and Planning. The NM TSF-1 is designed to be used as a "single resource." However, each element of the Task Force is modularized into functional components and can be independently requested and utilized.

Urban Search and Rescue incidents may occur that will require rescue operations that exceed a resource's identified capability. When the magnitude or type of incident is not commensurate with a capability level, the IC will have the flexibility to conduct rescue operations in a safe and appropriate manner using existing resources within the scope of their training and equipment until adequate resources can be obtained or the incident is terminated.

## **ICS MODULAR DEVELOPMENT**



The flexibility and modular expansion capabilities of the Incident Command System provides an almost infinite number of ways US&R resources can be arranged and managed. A series of modular development examples are included to illustrate several possible methods of expanding the incident organization based on existing emergency conditions, available resources, and incident objectives.

The ICS Modular Development examples shown are not meant to be restrictive, nor imply these are the only ways to build an ICS organizational structure to manage Urban Search and Rescue resources at an incident. To the contrary, the ICS Modular Development examples are provided only to show conceptually how one can arrange and manage resources at an Urban Search and Rescue incident that builds from an initial response to a Multi-Branch organization.

### **ICS MODULAR DEVELOPMENT EXAMPLES**

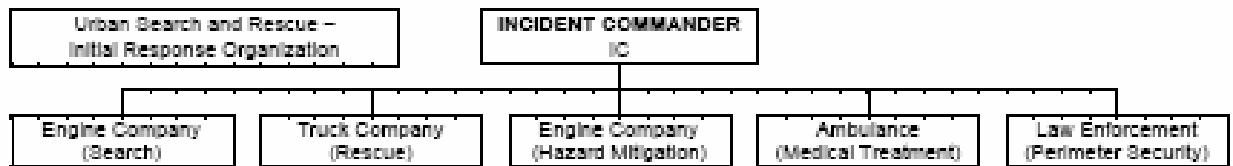
Initial Response Organization (example): The first arriving Public Safety Officer will assume command of the incident as the Incident Commander (IC). The IC will assume all Command and General Staff functions and responsibilities and manage initial response resources. If the potential for escalation is low, then no specific ICS functional positions are established. If the incident requires an upgraded response, the IC should consider the early establishment of ICS positions. The following examples illustrate this modular growth of the ICS structure to keep pace with increased resource response.

Reinforced Response Organization (example): In addition to the initial response, more Law Enforcement, local Engine and Truck Companies and Mutual Aid resources have arrived. The IC forms a Unified Command with the senior ranking Law Enforcement official on scene and has established a Safety Officer to assure personnel safety. A Public Information Officer has been assigned to manage the large media presence. An Operations Section has been assigned to manage the tactical assignments and responsibilities. A Staging Area is established to check in arriving resources. A US&R Group has been established to better coordinate the search and rescue efforts. Public Works is removing debris from the street to improve access and egress routes.

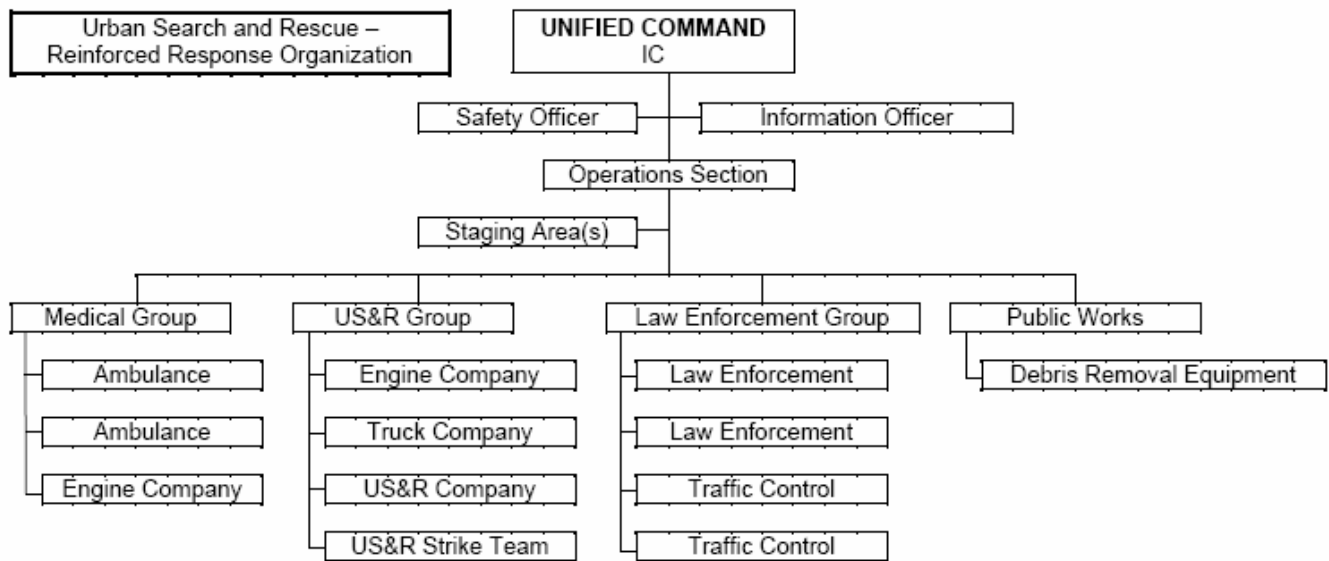
Multi-Group/Division Response Organization (example): The IC has added a Liaison Officer to the Command Staff to coordinate assisting agencies participation and assigned a Planning and Logistics Section. One US&R Technical Specialist who understands the unique complexities and resource requirements at US&R incidents is assigned to the Planning Section. The Operations Section has established several Groups and Divisions to better coordinate the large volume of diverse resources at the incident. A Law Group and Medical Group have been formed. One State/National US&R Task Force has arrived and is

assigned to Division "A". One Structural Engineer Technical Specialist from the Planning Section is assigned to Division "B" to conduct structural damage assessment. A Handcrew Strike Team is assisting with debris removal.

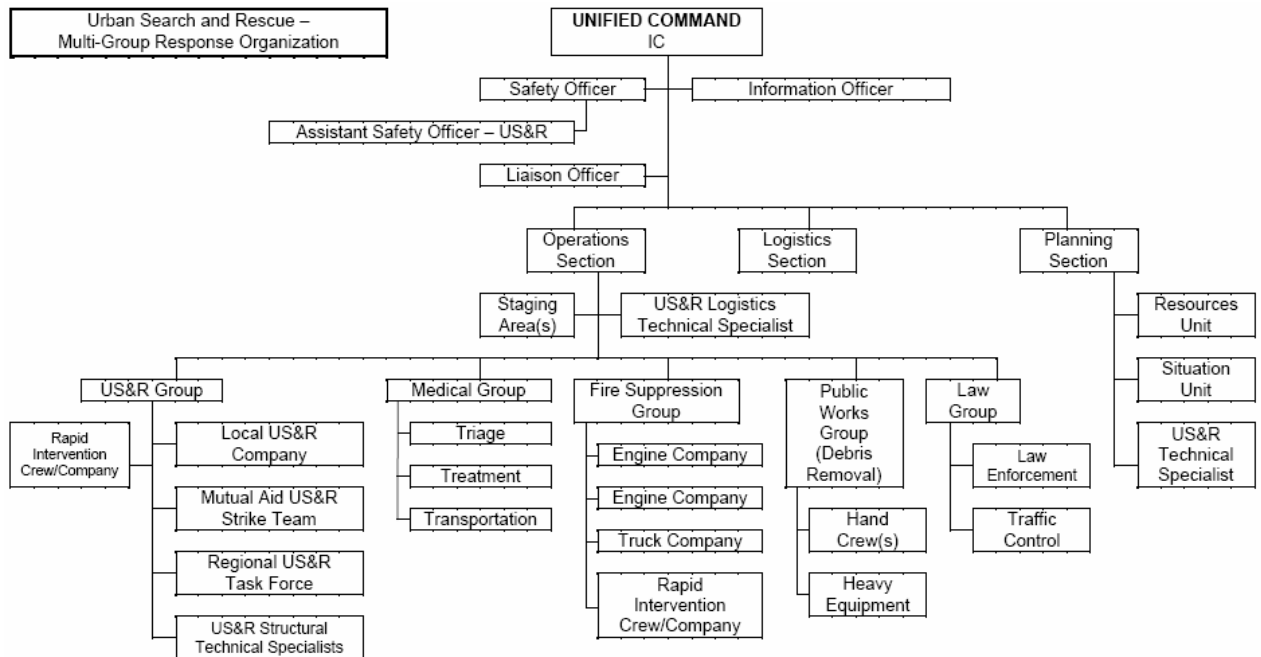
Multi-Branch Response Organization (example): The Incident Commander has assigned a Finance/Administration Section. The Operations Section has established five Branches with similar functions to better coordinate and manage resources. The Planning, Logistics and Finance/Administration Section have several Units operational to support the large amount of resources at the incident.



US&R Initial Response Organization (example): The first arriving Public Safety Officer will assume command of the incident as the Incident Commander (IC). The IC will assume all Command and General Staff functions and responsibilities and manage initial response resources. If the potential for escalation is low, then no specific ICS functional positions are established. If the incident requires an upgraded response, then the IC should consider the early establishment of ICS positions. The following examples illustrate this modular growth of the ICS structure to keep pace with increased resource response.



**US&R Reinforced Response Organization (example):** In addition to the initial response, more Law Enforcement, local Engine and Truck Companies and Mutual Aid resources have arrived. The IC forms a Unified Command with the senior ranking Law Enforcement official on scene and has established a Safety Officer to assure personnel safety. A Public Information Officer has been assigned to manage the large media presence. An Operations Section has been assigned to manage the tactical assignments and responsibilities. A Staging Area is established to check-in arriving resources. A US&R Group has been established to better coordinate the search and rescue efforts. Public Works is removing debris from the street to improve access and egress routes.



US&R Multi-Group Response Organization (example): The IC has added a Liaison Officer to the Command Staff to coordinate Assisting Agencies participation and assigned a Planning and Logistics Section. One US&R Technical Specialist who understands the unique complexities and resource requirements at US&R incidents is assigned to the Planning Section. The Operations Section has established several Groups and Divisions to better coordinate the large volume of diverse resources at the incident. A Law Group and Medical Group have been formed. A Regional US&R Task Force has been assigned to the US&R Group. One State/National US&R Task Force has arrived and is assigned to Division "A". One Structural Engineer Technical Specialist from the Planning Section is assigned to Division "B" to conduct structural damage assessment. A Handcrew Strike Team is assisting with debris removal.

US&R Multi-Branch Response Organization (example): The Incident Commander has assigned a Finance/ Administration Section. The Operations Section has established five Branches with similar functions to better coordinate and manage resources. The Planning, Logistics and Finance/Administration Section have several Units operational to support the large amount of resources at the incident.

## POSITION DESCRIPTIONS

**ASSISTANT SAFETY OFFICER – URBAN SEARCH AND RESCUE** – Reports to the Incident Safety Officer as an Assistant Safety Officer and coordinates with the appropriate supervisor. The Assistant Safety Officer-US&R must possess the appropriate training to coordinate safety related activities for US&R operations. This position advises the appropriate supervisor on all aspects of health and safety and has the authority to stop or prevent unsafe acts.

- a) Review Common Responsibilities.
- b) Obtain briefing from the appropriate supervisor.
- c) Participate in the preparation of and implement the Incident Safety Plan.
- d) Advise the appropriate supervisor of deviations from the Incident Safety Plan (ICS Form 208) or any dangerous situations.
- e) Has authority to alter, suspend, or terminate any activity that may be judged to be unsafe.
- f) Ensure the protection of personnel from physical, environmental, and chemical hazards/exposures.
- g) Ensure the provision of required emergency medical services for assigned personnel and coordinate with the Medical Unit Leader.
- h) Maintain unit records, including Unit/Activity Log (ICS Form 214).

**US&R CANINE SEARCH SPECIALIST** – Reports directly to the Search Team Manager. The US&R Canine Search Specialist is responsible for performing the canine search function of the incident. Responsibilities include searching collapsed structures, water, debris piles, land and mudslides, or fire areas as assigned, using appropriate search techniques and dog handler skills. The US&R Canine Search Specialist is responsible for documenting locations of alerts and estimating the status of victims and cooperating with and assisting other search and rescue resources.

- a) Review Common Responsibilities.
- b) Obtain briefing from appropriate supervisor.
- c) Accountable for all issued equipment.
- d) Performs additional tasks or duties as assigned during a mission.
- e) Maintain unit records, including Unit/Activity Log (ICS Form 214).

**HEAVY EQUIPMENT AND RIGGING SPECIALIST** – Initially reports to the Rescue Team Manager and may be assigned where their technical services are required. Responsible for performing construction related liaison to the rescue resources, and for assessing capabilities and the need for various heavy equipment.

- a) Review Common Responsibilities.

- b) Participate in the planning of rescue activities.
- c) Adhere to all safety procedures.
- d) Receive initial briefing from supervisor.
- e) Carry out tactical assignments as directed.
- f) Conduct an assessment of immediately available cranes and heavy equipment.
- g) Inspect equipment condition for safe operation and insure coverage by equipment agreement.
- h) Develop a contact list of equipment providers and establish a point of contact.
- i) Evaluate and advise on heavy equipment staging area requirements.
- j) Brief heavy equipment operators and construction officials regarding rescue operations.
- k) Ensure that heavy equipment operators are briefed on rescue site safety considerations and emergency signaling procedures.
- l) Identify various rigging techniques to assist in the rescue of victims or stabilization of collapsed buildings, including the development of rigging plans and procedures.
- m) Coordinate rigging and heavy equipment utilization for rescue operations with equipment operators and rescue personnel.
- n) Keep your immediate supervisor apprised of any tactical accomplishments or conflicts.
- o) Participate in operational briefings.
- p) Collect and transmit records and logs to Equipment Time Recorder and/or Rescue Team Manager at the end of each operational period.
- q) Provide vendor evaluation to Documentation Unit.
- r) Maintain unit records, including Unit/Activity Log (ICS Form 214).

**US&R TOOL AND EQUIPMENT SPECIALIST** – Reports directly to the US&R Task Force Leader. The US&R Tool and Equipment Specialist is responsible for sharpening, servicing and repairing all US&R tools and equipment.

- a) Review Common Responsibilities.
- b) Determine personnel requirements.
- c) Procure items on site through coordination with Incident Logistics Section.
- d) Establish tool inventory and accountability system (appropriate records and reports).
- e) Maintain all tools in proper condition.
- f) Assemble tools for issuance each operational period per Incident Action Plan.
- g) Receive and recondition tools after each operational period.
- h) Ensure that all appropriate safety measures are taken in tool conditioning area.

- i) Procure equipment during the mobilization phase as directed.
- j) Provide accountability and security of the Task Force equipment cache.
- k) Maintain unit records, including Unit/Activity Log (ICS Form 214).

**US&R MEDICAL SPECIALIST** – Reports directly to the US&R Task Force Leader. The Medical Specialist is responsible for providing advanced life support medical care to responders and victims in environments that require special US&R training.

- a) Review Common Responsibilities.
- b) Provide emergency medical care to all Task Force personnel and victims in environments requiring specialized US&R training.
- c) Develop and implement a medical action plan as specified by the US&R Task Force Leader.
- d) Adhere to all safety procedures.
- e) Provide accountability, maintenance and minor repairs of assigned medical equipment.
- f) Perform additional tasks or duties as assigned during an incident.
- g) Maintain unit records, including Unit/Activity Log (ICS Form 214).

**RESCUE TEAM MANAGER** – Reports directly to the US&R Task Force Leader. Is responsible for managing US&R Rescue Operations and supervising assigned resources.

- a) Review Common Responsibilities.
- b) Coordinate, manage, and supervise assigned rescue activities.
- c) Adhere to all safety procedures including accountability of personnel.
- d) Determine rescue logistical needs.
- e) Receive briefings and situation reports and ensuring that all rescue personnel are kept informed of mission objectives and status changes.
- f) Provide situation updates and maintain records and reports.
- g) Perform additional tasks or duties as assigned during a mission.
- h) Provide accountability, maintenance, and minor repairs for all issued equipment.
- i) Maintain unit records, including Unit/Activity Log (ICS Form 214).

**SEARCH TEAM MANAGER** – Reports directly to the US&R Task Force Leader. The Search Team Manager is responsible for managing US&R Search Operations and supervising assigned resources.

- a) Review Common Responsibilities.
- b) Develop and implement the tactical search plan.
- c) Adhere to all safety procedures including accountability of personnel.
- d) Coordinate and supervise all assigned search activities.

- e) Determine search logistical needs.
- f) Receive briefing and situation reports and ensure that all search personnel are kept informed of status changes.
- g) Maintain unit records, including Unit/Activity Log (ICS Form 214).

**US&R TECHNICAL SEARCH SPECIALIST** – Reports directly to the Search Team Manager. The US&R Technical Search Specialist is responsible for performing the technical search function of the US&R Task Force incident operations.

- a) Review Common Responsibilities.
- b) Search areas as assigned using appropriate electronic search equipment and techniques.
- c) Document locations of possible finds and if possible, estimate the status of the victim(s).
- d) Cooperate with and assist other US&R Resources.
- e) Provide accountability for all issued equipment.
- f) Perform additional tasks or duties as assigned during an incident.
- g) Maintain unit records, including Unit/Activity Log (ICS Form 214).

**US&R STRUCTURES SPECIALIST** – Reports directly to the Search Team Manager or assigned supervisor. The US&R Structures Specialist is responsible for performing the various structure assessments during incident operations.

- a) Review Common Responsibilities.
- b) Assess the structural condition within the area of US&R operations. This includes identification of structure types, specific damage and structural hazards.
- c) Recommend the appropriate type and amount of structural hazard mitigation required to minimize the risks to task force personnel.
- d) Adhere to all safety procedures.
- e) Cooperate with and assist other US&R Resources.
- f) Provide accountability, maintenance, and minor repairs for all issued equipment.
- g) Perform additional tasks of duties as assigned during an incident.
- h) Monitor assigned structures for changes in condition during incident operations.
- i) Actively participate in implementation of approved structure hazard mitigation as a designer and/or supervisor.
- j) Coordinate and communicate structure hazard mitigation measures with the Search Team Manager.
- k) Maintain unit records, including Unit/Activity Log (ICS Form 214).

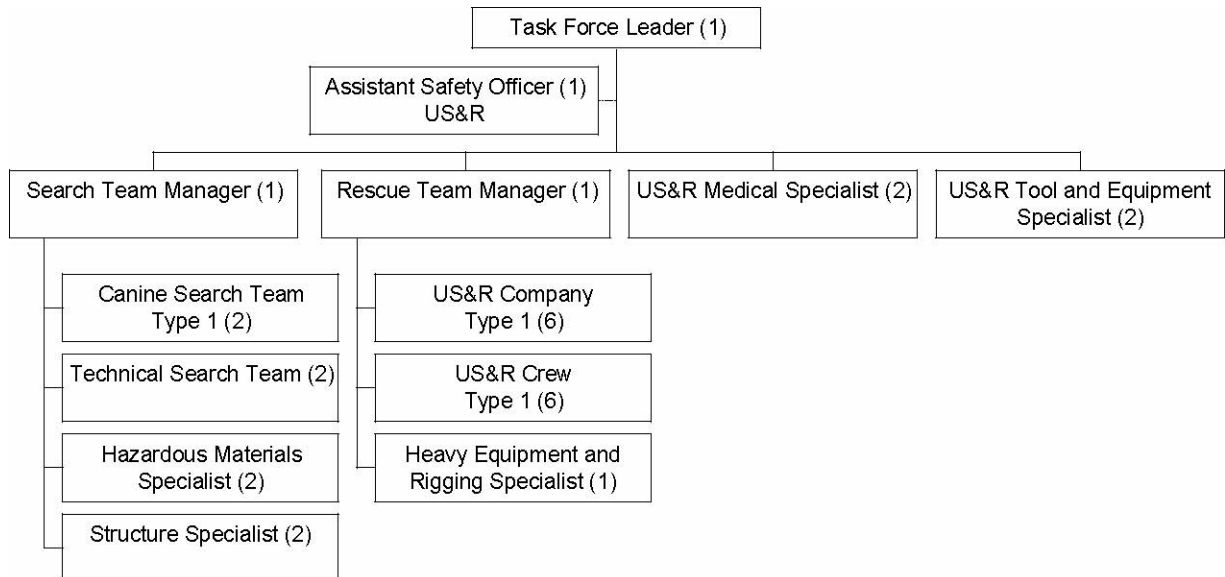


## **REGIONAL US&R TASK FORCE**

The Regional US&R Task Force Level is comprised of 29 people specially trained and equipped for large or complex Urban Search and Rescue Operations. The multi-disciplinary organization provides five functional elements that include Supervision, Search, Rescue, Medical, and Tool/Equipment Support. The Regional US&R Task Force is totally self-sufficient for the first 24 hours. Transportation is provided by the sponsoring agency and logistical support will normally be provided by the requesting agency.

A Task Force Leader supervises the Regional US&R Task Force. An Assistant Safety Officer is attached to the Task Force, and upon arrival at the incident, will be supervised by the incident's Safety Officer. The Assistant Safety Officer will work directly with the Task Force Leader and will be assigned to the Task Force's area of operation. The US&R Task Force Search element includes Canine and Technical Search capabilities. The Task Force Rescue element includes a Type 1 US&R Company (personnel and equipment), a Type 1 US&R Crew (personnel), and a Heavy Equipment and Rigging Specialist. This element can conduct rescue operations in all types of structures. The Task Force Medical element is responsible for the care and treatment of injured Task Force members or victims if such care must occur in the hazard area. The Medical element will work within the Incident Medical Unit or directly assigned to the Regional Task Force as appropriate. The tools and equipment support element works within the Task Force for tool and equipment repair and maintenance, and will coordinate with the Incident Logistics Section for acquisition of tools and equipment from off-incident locations.

## REGIONAL US&R TASK FORCE ORGANIZATION CHART



**29 POSITIONS**

**12-HOUR OPERATIONAL CAPABILITY**

## STATE/NATIONAL US&R TASK FORCE

The Federal Government, through the Federal Emergency Management Agency (FEMA), under the Department of Homeland Security (DHS), has established several State/National Urban Search and Rescue (US&R) Task Forces throughout the nation. All US&R Task Force activities are coordinated through the State Office of Emergency Services (OES) who serves as the primary point of contact for FEMA/DHS. A US&R Task Force is also a State resource that can be acquired without a request for Federal assistance. All requests for a US&R Task Force must go through normal Mutual Aid request procedures. A full, 70-person, Type I, National US&R Task Force is able to deploy within six hours of activation.

Each State/National US&R Task Force is comprised of 70 persons specifically trained and equipped for large or complex Urban Search and Rescue Operations. The multi-disciplinary organization provides seven functional elements that include Supervision, Search, Rescue, Haz Mat, Medical, Logistics and Planning. The State/National US&R Task Force can provide round-the-clock Urban Search and Rescue Operations (two 12-hour shifts). The US&R Task Force is totally self-sufficient for the first 72 hours and has a full equipment cache to support its operation. Transportation and Logistical support is provided by either State or

Federal resources.

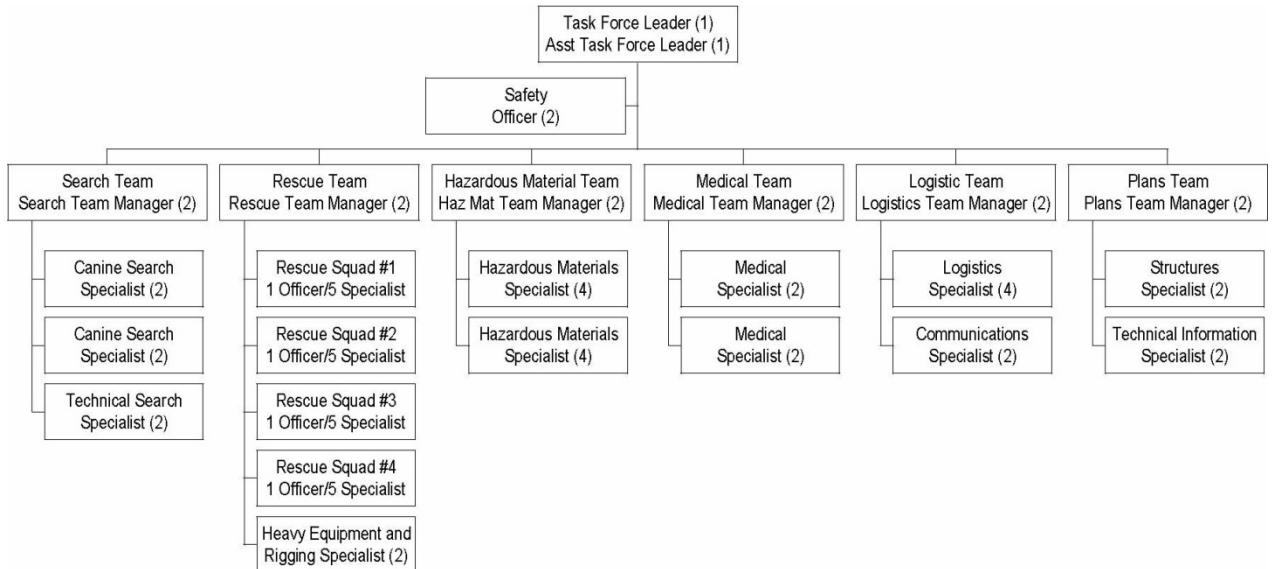
A Task Force Leader supervises the State/National US&R Task Force. The US&R Task Force Search element includes physical, canine and electronic capabilities. The Rescue element can conduct rescue operations in all types of structures. The Haz Mat element is primarily responsible for the detection and decontamination of Chemical, Biological, Radiological, Nuclear and Explosive (CBRNE) substances for Task Force members and entrapped victims. The Medical element is primarily responsible for the care and treatment of Task Force members and entrapped victims during extrication. The Logistics element provides the Task Force with logistical support and communications. The Planning element provides personnel competent in structural integrity assessments and documentation of Task Force activities.

The State/National US&R Task Force is designed to be used as a Single Resource, but is modularized into functional elements that can be independently requested and utilized. However, once mobilized as a State/National US&R Task Force, the elements shall remain under the supervision of the US&R Task Force Leader.

A Federal US&R Incident Support Team (IST) coordinates the arrival of a State/National US&R Task Force. The IST is capable of providing overhead management and logistical support to the US&R Task Force while on deployment if an ICS organization is not in place. If an ICS organization is in place, the IST will integrate into that organization. State/National US&R Task Forces will work within the local incident command organization.

June, 2004 ICS 420-1

## STATE / NATIONAL US&R TASK FORCE ORGANIZATION CHART



**70 POSITIONS**

**24-HOUR OPERATIONAL CAPABILITY**

**SELF SUFFICIENT FOR 72-HOURS**

### STRUCTURE/HAZARDS MARKING SYSTEM

At incidents involving several structures or large areas of damage, the identity and location of individual structures is crucial. The use of existing street names and addresses should always be considered first. If due to damage this is not possible, use the existing hundred block and place all even numbers on one side of the street and all odd numbers on the other side. Mark the new numbers on the front of the structure with orange spray paint. If due to damage the name of the street is not identifiable start with the letter "A" using the phonetic alphabet "Alpha", "Bravo", Charlie, etc.

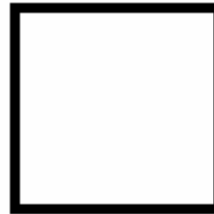
Structure hazards identified during initial size-up activities and throughout the incident should be noted. This Structure/Hazards Mark should be made on the outside of all normal entry points. Orange spray paint seems to be the most easily seen color on most backgrounds and line marking or downward spray cans apply the best paint marks. Lumber chalk or lumber crayons should be used to mark additional information inside the search mark itself because they are easier to write with than spray paint.

A large square box (approximately two feet) is outlined at any entrance accessible for entry into any compromised structure. Use orange paint for this marking. Specific markings will be clearly made adjacent to the box to indicate

the condition of the structure and any hazards found at the time of this assessment. Normally the square box marking would be made immediately adjacent to the entry point identified as safe. An arrow will be placed next to the box indicating the direction of the safe entrance if the Structure/Hazards marking must be made somewhat remote from the safe entrance.

### STRUCTURE/HAZARDS MARKINGS

Make a large (2' x 2') square box with orange spray paint on the outside of the main entrance to the structure. Put the date, time, hazardous material conditions and team or company identifier outside the box on the right-hand side. This information can be made with a lumber-marking device.



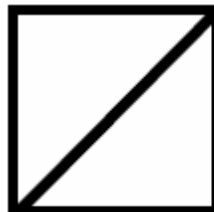
9/12/93  
1310 hrs.  
HM – nat.  
gas  
SMA – E-1

Structure is accessible and safe for search and rescue operations. Damage is minor with little danger of further collapse.



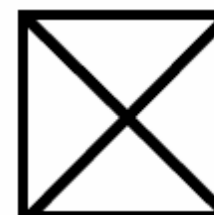
9/12/93  
1310 hrs.  
HM – nat.  
gas  
SMA – E-1

Structure is significantly damaged. Some areas are relatively safe, but other areas may need shoring, bracing, or removal of falling and collapse hazards.



9/12/93  
1310 hrs.  
HM – nat. gas  
SMA – E-1

Structure is not safe for search or rescue operations. May be subject to sudden additional collapse. Remote search operations may proceed at significant risk.



9/12/93  
1310 hrs.  
HM – nat. gas  
SMA – E-1

Arrow located next to a marking box indicates the direction to a safe entrance into the structure, should the marking box need to be made remote from the indicated entrance.



## SEARCH MARKING SYSTEM

Search Markings must be easy to make, easy to read and easy to understand. To be easily seen the search mark must be large and of a contrasting color to the background surface. Orange spray paint seems to be the most easily seen color on most backgrounds and line marking or downward spray cans apply the best paint marks. A lumber marking device may be used to write additional information inside the search mark itself when it would be difficult to write the additional information with spray paint.

A large distinct marking will be made outside the main entrance of each building, structure or area to be searched. This "Main Entrance" search marking will be completed in two steps. First, a large, single slash (approximately two feet) shall be made starting at the upper left moving to the lower right near the main entrance at the start of the search. The Search Team identifier and time that the structure was entered shall be marked to the left of the mid-point of the slash and the date shall be marked near the top of the slash on the opposite side.

When the search of the entire structure is complete and the Search Team exits the building, a second large slash shall be made in the opposite direction forming an "X" on the Main Entrance search marking. Additional information summarizing the entire search of the structure will be placed in three quadrants of the "X". The left quadrant will already contain the Search Team identifier and time when the Search Team first entered the structure. In the top quadrant enter the time the Search Team exited the structure under the date. Change the date if different from date the structure was entered. The right quadrant is for any significant hazards located inside the structure. The bottom quadrant is for the number of live "V" or dead "V" victims still inside the structure. Use a small "X" in the bottom quadrant if no victims are inside the structure.

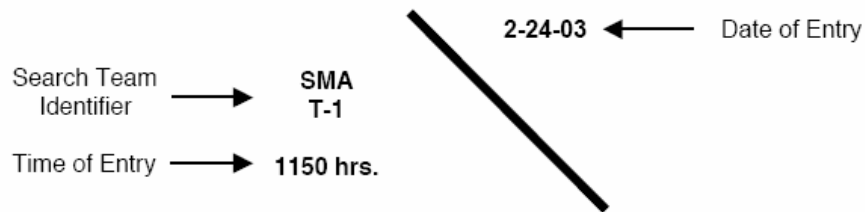
If the search of the entire structure is incomplete, make a circle (approximately 1' diameter) in the middle of the single slash. The left side will already contain the Search Team identifier and time when the Search Team first entered the structure. At the top end of the slash enter the time the Search Team exited the structure under the date. Change the date if different from date the structure was entered. On the right side, mid-point of the slash, is for any significant hazards located inside the structure. The bottom end of the slash is for the number of live "V" or dead "V" victims still inside the structure. Use a small "X" at the bottom if no victims are inside the structure.

During the search function, while inside the structure, a large single slash shall be made upon entry of each room, area or floor. After the search of the room or area has been completed, a second large slash shall be drawn in the opposite

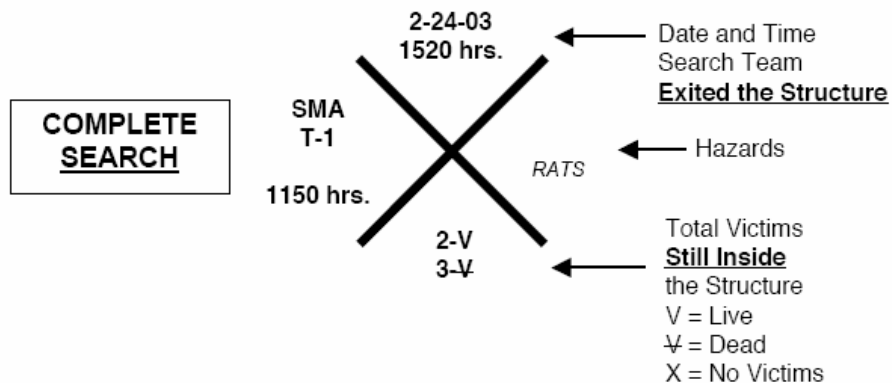
direction forming an "X". The only additional information placed in any of the "X" quadrants while inside the structure shall be that pertaining to any significant hazards and the number of live "V" or dead "♣" victims, as indicated by "V" for live and "♣" for dead.

### SEARCH MARKINGS Main Entrance Search Marking-

#### Main Entrance Search Marking- WHEN YOU ENTER

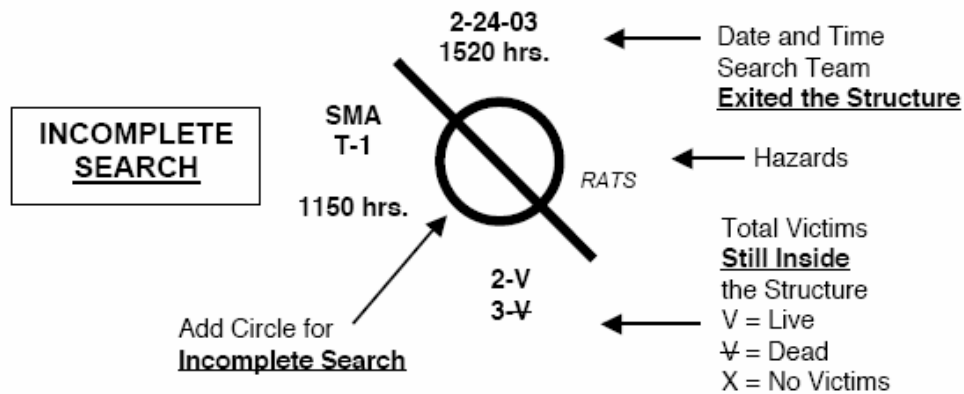


#### Main Entrance Search Marking- WHEN YOU EXIT



## Main Entrance Search Marking- WHEN YOU EXIT

### Main Entrance Search Marking- WHEN YOU EXIT

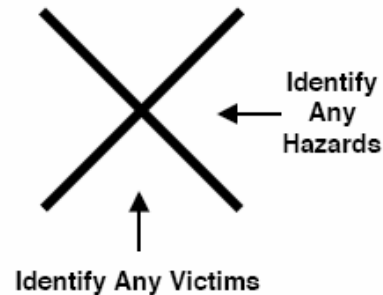


### Interior Search Markings- Each Room, AREA OR FLOOR

#### WHEN YOU ENTER

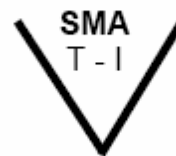


#### WHEN YOU EXIT



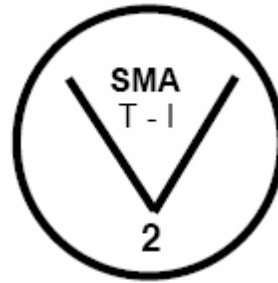
## VICTIM MARKING SYSTEM

Make a large (2' x 2') "V" with orange spray paint near the location of a **potential** victim. Mark the name of the Search Team or Crew identifier in the top part of the "V" with paint or a lumber marker type device.

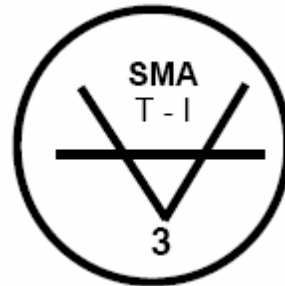




Paint a circle around the “V” when a potential victim is **confirmed** to be **alive** either visually, vocally, or hearing specific sounds that would indicate a high probability of a live victim. If more than one confirmed live victim, mark the total number of victims under the “V”.



Paint a horizontal line through the middle of the “V” when a **confirmed** victim is determined to be **deceased**. If more than one confirmed deceased victim, mark the total number of victims under the “V”. Use both the live and deceased victim-marking symbols when a combination of live and deceased victims are determined to be in the same location.



Paint an “X” through the confirmed victim symbol after **all** victim(s) have been removed from the specific location identified by the marking.



An arrow may need to be painted next to the “V” pointing towards the victim when the victim’s location is not immediately near where the “V” is painted.



### EMERGENCY SIGNALING SYSTEM

Because of the high potential of secondary collapse, dangerous conditions, and the need to communicate other important information, an emergency signaling system should be adopted and in use by all personnel at the incident site. Emergency signals must be a loud and identifiable and sounded when conditions require immediate attention. Emergency signals can be made using devices such as a whistle, air horn, vehicle horn or bell. Each structure or larger area of operations may need to have its own distinct emergency signal device when

multiple rescue operations are taking place in the same area to reduce confusion.

Supervisors should identify and inform assigned personnel of a designated place of assembly and/or safe zone for a Personal Accountability Report (PAR) to be conducted should an evacuation signal be sounded. A place of assembly is usually a safe location outside the evacuation area. A safe zone is usually a safe location within a building or disaster site that can be entered within the evacuation area. When an evacuation signal is sounded, all supervisors must conduct a roll call of their assigned personnel and communicate the results of the PAR to their supervisor.

|                                   |                                                                                                                                   |
|-----------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|
| <b>Evacuate the area</b>          | <b>Short signals repeated for 10 seconds, pause for 10 seconds, and repeat for 3 repetitions. Total signal time – 50 seconds.</b> |
| <b>Cease Operations/All quiet</b> | <b>One long signal (8 to 10 seconds).</b>                                                                                         |
| <b>Resume Operations</b>          | <b>One long and one short signal.</b>                                                                                             |

## Appendix A – SAR FORMS














SAR Incident Command personnel are encouraged to use not only the forms listed below, but other ICS forms available from the FEMA website as well. The below listed forms have been modified from their original FEMA version to support SAR operations in New Mexico.



| NEW MEXICO STATE POLICE SEARCH AND RESCUE |                                    |    |    |       |     |      |        |     |        |        |               |
|-------------------------------------------|------------------------------------|----|----|-------|-----|------|--------|-----|--------|--------|---------------|
| FORM INDEX                                |                                    |    |    |       |     |      |        |     |        |        |               |
| Form #                                    | Form Name                          | MI | IC | Plans | Ops | Logs | Safety | EMS | 1st OP | 2nd OP |               |
| -                                         | Mission Maps                       |    | I  | P     | O   | L    |        |     | X      |        | All           |
| -                                         | Injury and Liability Release       |    | I  | P     | O   | L    |        | E   | X      |        | As Needed     |
| 201                                       | Incident Briefing                  |    | I  |       |     |      |        |     |        | X      | If > 1 OP     |
| 202                                       | Incident Objectives                |    | I  | P     |     |      |        |     |        | X      | If > 1 OP     |
| 203                                       | Organization Assignment            |    |    | P     |     | L    |        |     | X      |        | 1 +           |
| 204                                       | Task Assignment                    |    |    | P     | O   |      |        |     | X      |        | All           |
| 205                                       | Communication Plan                 |    |    |       |     | L    |        |     |        | X      | If > 1 OP     |
| 206                                       | Medical Plan                       |    |    |       |     | L    |        |     |        | X      | If > 1 OP     |
| 209                                       | Incident Status Summary            |    | I  | P     | O   | L    |        |     | X      |        | 1 +           |
| 211                                       | Check-in List                      |    |    | P     |     | L    |        |     | X      |        | All           |
| 213                                       | Safety Message                     |    | I  |       |     |      | S      |     | X      |        | 1 +           |
| 214                                       | Unit Log                           |    | I  | P     | O   | L    | S      |     | X      |        | All           |
| 215A                                      | Incident Safety Message            |    |    |       |     |      | S      |     |        |        | As Needed     |
| 215                                       | Operational Planning Worksheet     |    |    | P     |     |      |        |     |        |        | As Needed     |
| 220                                       | Air Operations                     |    |    |       | O   |      |        |     |        |        | As Needed     |
| 300                                       | SAR Incident Report                |    | I  |       |     |      |        |     |        |        | 1 per mission |
| 301                                       | MI Questionnaire                   | M  | I  |       |     |      |        |     | X      |        | 1 per mission |
| 302                                       | IC Questionnaire                   |    | I  |       |     |      |        |     | X      |        | 1 +           |
| 303                                       | ICS Operational Period Cover Sheet |    | I  |       |     |      |        |     |        | X      | If > 1 OP     |
| 307                                       | Mission Scenario Worksheet         |    | I  | P     |     |      |        |     |        |        | As Needed     |
| 308                                       | Incident Action Plan Worksheet     |    |    | P     |     |      |        |     |        | X      | If > 1 OP     |
| 309                                       | Aircraft Request Form              |    | I  | P     |     |      |        |     |        |        | As Needed     |
| 310                                       | Communication Log                  |    |    |       |     | L    |        |     | X      |        | All           |
| 311                                       | Mission Clue Log                   |    |    |       | O   | L    |        |     |        |        | As Needed     |
| 312                                       | POA Consensus Worksheet            |    |    | P     |     |      |        |     |        |        | As Needed     |
| 313                                       | Observer Report                    |    | I  | P     | O   | L    | S      |     |        |        | As Needed     |
| 314                                       | Resource Tracking Worksheet        |    |    |       | O   | L    |        |     |        |        | As Needed     |

## Appendix B – Common SAR Map Symbols





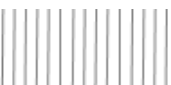

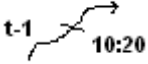
### Standard ICS Search Mission Symbols and Colors

Suggested for placement on base maps.

| Color | Symbol                                                                                                 | Description                            | Notes                               |
|-------|--------------------------------------------------------------------------------------------------------|----------------------------------------|-------------------------------------|
| Black |                       | Sector/planning boundaries             |                                     |
| Black |                       | Travel barriers                        | Cliffs, etc.                        |
| Black | [I] [II]<br>(A) (B)                                                                                    | Branches<br>Divisions                  | Consider naming divisions           |
| Red   | PLS<br>9 Jan<br>1820  | Point Last Seen or Last known position | Consider adding direction of travel |
| Red   |                      | Hazard                                 | Write description                   |
| Blue  |                     | Incident Command Post                  |                                     |
| Blue  |                     | Incident Base                          | Often same as CP                    |
| Blue  |                     | Staging area                           | Often same as CP                    |
| Blue  |                     | Helibase                               |                                     |
| Blue  | •H-1                                                                                                   | Helispot (location and #)              | (LZ)                                |
| Blue  |                     | Repeater/mobile relay                  | Add task number if staffed          |
| Blue  |                     | Telephone                              |                                     |
| Blue  |                     | First-Aid Station                      |                                     |
| Blue  |                     | Theoretical Search Area                | Planning Map                        |
| Blue  |                     | Statistical Search Area                | Planning Map                        |

|       |                                                                                         |                                  |                            |
|-------|-----------------------------------------------------------------------------------------|----------------------------------|----------------------------|
| Blue  |  Ridge | Camp                             | Identify by name           |
| Green |        | Confinement/Observation Location | Add task number if staffed |

Suggested for placement on overlays

| Color                       | Symbol                                                                               | Description                                                                 | Notes                                                    |
|-----------------------------|--------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|----------------------------------------------------------|
| Black                       | →W/5<br>1800<br>9 Jan                                                                | Wind speed and direction                                                    |                                                          |
| Black                       | [I] [II]<br>(A) (B)                                                                  | Branches<br>Divisions                                                       | Consider naming divisions<br>North, South, East, etc     |
| Red                         | #1  | Clue with clue tracking #                                                   | may add time, date                                       |
| Red                         | #2  | Air-scent dog alert (arrow points into local wind per standard wx standard) | may add time date                                        |
| Resource specific See below |   | First coverage of sector                                                    | density of lines reflects POD                            |
| Resource specific See below |   | Second coverage of sector                                                   | density of lines reflects POD                            |
| Resource specific See below |   | Third coverage of sector                                                    | density of lines reflects POD                            |
| Resource specific See below |   | Fourth coverage of sector                                                   | density of lines reflects POD                            |
| Resource specific See below |   | Hasty Task ( Task # links to task log and TAF.                              | hash mark indicates current position with time reported. |

Green: Field teams  
Brown: Air-scent dog team  
Yellow: Tracking/trailing dog  
Purple: Horses/helicopters  
Orange: Special resources (containment, trackers, 4WD, surveillance, etc)  
Blue: Water teams (SCUBA, air-scent water dog, etc.)

## Appendix C – Glossary of terms

This glossary contains definitions of terms frequently used in ICS documentation that are, for the most part, not defined elsewhere in this guide.

**Access Control Point.** The point of entry and exit from control zones, that regulate the traffic to and from the work areas and control zones.

**Agency Executive or Administrator.** A chief executive officer (or designee) of an agency or jurisdiction that has responsibility for the incident.

**Agency Representative.** An individual assigned to an incident from an assisting or cooperating agency that has been delegated authority to make decisions on matters affecting that agency's participation at the incident. Agency Representatives report to the Incident Liaison Officer.

**Air Monitoring.** The use of devices to detect the presence of known or unknown gases or vapors.

**Air Transportable Mobile Weather Unit (ATMWU).** A portable weather data collection and forecasting system used by a National Weather Service Fire Weather Forecaster.

**All Risk.** Any incident or event, natural or human-caused that warrants action to protect life, property, environment, public health or safety, and minimize disruption of government, social or economic activities.

**ALS (Advanced Life Support).** Allowable procedures and techniques utilized by EMT-P and EMT-II personnel to stabilize critically sick and injured patient(s) that exceed Basic Life Support procedures.

**ALS Responder.** Certified EMT-P or EMT-I.

**Area Command.** Area Command is an expansion of the incident command function primarily designed to manage a very large incident that has multiple incident management teams assigned. However, an Area Command can be established at any time that incidents are close enough that oversight direction is required among incident management teams to ensure conflicts do not arise.

**Assigned Resources.** Resources checked-in and assigned work tasks on an incident.

**Assistant.** Title for subordinates of Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. Assistants may also be used to supervise unit activities at camps.

**Assisting Agency.** An agency directly contributing suppression, rescue, support, or service resources to another agency.

**Available Resources.** Resources assigned to an incident and available for an assignment.

**Base.** That location where the primary logistics functions are coordinated and administered (incident name or other designator will be added to the term "Base"). The Incident Command Post may be co-located with the base. There is only one base per incident.

**Basic Rope Rescue.** Rescue operations of a non-complex nature employing the use of ropes and accessory equipment.

**BLS (Basic Life Support).** Basic non-invasive first-aid procedures and techniques utilized by EMT-P, EMT-I, EMT-B, and First Responder personnel to stabilize sick and injured patient(s).

**BLS Responder.** Certified EMT-B or First Responder.

**Boat drive-air.** A boat with a propulsion system using an aviation propeller or a ducted fan to generate thrust from the engine having an on-plane draft of zero to twelve inches. The typical boats of this category are the "Florida Swamp" boats and surface effect boats.

**Boat drive-jet.** A boat with a propulsion system using a water pump to generate thrust having an on-plane draft of six to twelve inches. They can be susceptible to damage from floating debris.

**Boat drive-propeller.** A boat with a propulsion system using a propeller to generate thrust having an on-plane draft of eighteen to twenty-four inches.

**Boat, non-powered.** A non-motorized vessel capable of safely transporting rescuers or victims (e.g., raft, skiff, johnboat, etc.).

**Boat, powered.** A motorized vessel capable of safely transporting rescuers or victims, (e.g. IRB: "Inflatable Rescue Boat", RHIB: "Rigid Hull Inflatable Rescue Boat", Rigid Hull Boat, PWC: "Personal Water Craft," "Airboat", etc.).

**Branch.** That organizational level having functional, geographical, or jurisdictional responsibility for major parts of the incident operations. The Branch level is organizationally between Section and Division/Group in the Operations Section, and between Section and Units in the Logistics Section. Branches are identified by the use of Roman Numerals, by function, or jurisdictional name.

**Camp.** A geographical site, within the general incident area, separate from the base, equipped and staffed to provide food, water, and sanitary services to incident personnel.

**Chemical Protective Clothing.** Includes complete NFPA compliant ensembles (garment, gloves and boots) of individual replaceable elements (boots, gloves) designed and certified to provide protection for the wearer against the physical and chemical effects of hazardous materials.

**Clear-Text.** Use of plain English and common terminology understandable by all.

**Command.** The act of directing, ordering and/or controlling resources by virtue of explicit legal, agency, or delegated authority.

**Command Staff.** The Command Staff consists of the Information Officer, Safety Officer, and Liaison Officer who report directly to the Incident Commander.

**Compatibility.** The matching of personal protective equipment (PPE) to the hazards involved providing the best protection for the worker.

**Complex.** A complex is two or more individual incidents located in the same general proximity that are assigned to a single Incident Commander or Unified Command to facilitate management.

**Confined Space Rescue.** Rescue operations in an enclosed area, with limited access/egress, not designed for human occupancy and has the potential for physical, chemical or atmospheric injury.

**Contamination Control Line (CCL).** The established line that separates the Contamination Reduction Zone from the Support Zone.

**Contamination Reduction Corridor (CRC).** A corridor within the Contamination Reduction Zone where decontamination procedures are conducted.

**Contamination Reduction Zone (CRZ).** The area between the Exclusion Zone and the Support Zone that acts as a buffer to separate the contaminated area from the clean area.

**Control Zones.** The geographical areas within the control lines set up at a hazardous materials incident. Includes the Exclusion Zone, Contamination Reduction Zone and Support Zone.

**Cooperating Agency.** An agency supplying assistance other than direct suppression, rescue, support, or service functions to the incident control effort (e.g., Red Cross, telephone company, etc.).

**Coordination Center.** A facility that is used for the coordination of agency or jurisdictional resources in support of one or more incidents.



**Cost Sharing Agreements.** Agreements between agencies or jurisdictions to share designated costs related to incidents.

**Decontamination (DECON).** The physical and/or chemical process of removing or reducing contamination from personnel or equipment, or in some other way preventing the spread of contamination by persons and equipment.

**Delayed Treatment.** Second priority in patient treatment. These people require aid, but injuries are less severe.

**Deputy.** An individual assigned to the Incident Commander, General Staff, or Branch Directors with equal qualifications and delegated authority when acting in their absence.

**Division.** That organization level having responsibility for operations within a defined geographic area. The Division level is organizationally between the Strike Team and the Branch (See also "Group").

**Emergency Traffic.** The term used to clear designated channels used at an incident to make way for important radio traffic for a firefighter emergency situation or an immediate change in tactical operations.

**EMT-B (Emergency Medical Technician-Basic).** An individual trained in Basic Life Support procedures and techniques and who has a valid EMT-B certificate.

**EMT-I (Emergency Medical Technician-Intermediate).** An individual with additional training in limited Advanced Life Support procedures and techniques according to prescribed standards and who has a valid EMT-I certificate.

**EMT-P (Emergency Medical Technician-Paramedic).** An EMT-I who has received additional training in Advanced Life Support procedures and techniques and who has a valid EMT-P certificate or license.

**Environmental.** Atmospheric, Hydrologic and Geologic media (air, water and soil).

**Exclusion Zone (EZ).** The innermost area immediately surrounding a hazardous materials incident that corresponds with the highest degree of known or potential hazard, and where entry may require special protection.

**Expanded Medical Emergency.** Any medical emergency that exceeds normal first response capabilities.

**Field Testing.** The identification of chemical substances using a variety of sources and testing kits that assist in identifying associated chemical and physical properties of those tested chemicals.

**Flood Evacuation Boat (FEB).** Resource with personnel trained to operate in floodwaters with the specific task of evacuating persons or small domestic animals from isolated areas.

**General Staff.** The group of incident management personnel comprised of the Incident Commander, Operations Section Chief, Planning Section Chief, Logistics Section Chief and Finance/Administration Section Chief.

**Group.** Groups are established to divide the incident into functional areas of operation. Groups are located between Branches (when activated) and Resources in the Operations Section. (See Division).

**Hazardous Material.** Any solid, liquid, gas, or mixture thereof that can potentially cause harm to the human body through respiration, ingestion, skin absorption or contact and may pose a substantial threat to life, the environment, or to property.

**Hazardous Materials Categorization.** A process to determine hazardous materials classification, and chemical and physical properties of unknown substances.

**Hazardous Materials Categorization Test (HAZ CAT).** A field analysis to determine the hazardous characteristics of an unknown material.

**Hazardous Materials Company.** Any piece(s) of equipment having the capabilities, PPE, equipment, and complement of personnel as specified in the Hazardous Materials Company Types and Minimum Standards found in the Field Operations Guide (ICS 420-1).

**Hazardous Materials Incident.** The uncontrolled release or threat of release of a hazardous material that may impact life, the environment, or property.

**Heavy Floor Construction.** Structures of this type are built utilizing cast-in-place concrete construction consisting of flat slab panel, waffle or two-way concrete slab assemblies. Pre-tensioned or post-tensioned reinforcing steel rebar or cable systems are common components for structural integrity. The vertical structural supports include integrated concrete columns, concrete enclosed or steel frame, that carry the load of all floor and roof assemblies. This type includes heavy timber construction that may use steel rods for reinforcing. Examples of this type of construction include offices, schools, apartments, hospitals, parking structures and multi-purpose facilities. Common heights vary from single-story to high-rise structures.

**Heavy Wall Construction.** Materials used for construction are generally heavy and utilize an interdependent structural or monolithic system. These types of materials and their assemblies tend to make the structural system inherently rigid. This construction type is usually built without a skeletal structural frame. It utilizes a heavy wall support and assembly system to provide support for the floors and roof assemblies. Occupancies

utilizing tilt-up concrete construction are typically one to three stories in height and consist of multiple monolithic concrete wall panel assemblies. They also use an interdependent girder, column and beam system for providing lateral wall support of floor and roof assemblies. Occupancies typically include commercial, mercantile and industrial. Other examples of this type of construction type include reinforced and unreinforced masonry (URM) buildings typically of low-rise construction, one to six stories in height, and of any type of occupancy.

**Helibase.** A location within the general incident area for parking, fueling, maintenance, and loading of helicopters.

**Helicopter Rescue Operational.** Personnel trained and equipped to work with helicopters and crew, for hoist, short haul-line victim extraction, rappel, or low-level insertions.

**Helispot.** A location where a helicopter can take off and land.

**Hospital Alert System.** A communications system between medical facilities and on-incident medical personnel that provides available hospital patient receiving capability and/or medical control.

**Immediate Treatment.** A patient who requires rapid assessment and medical intervention for survival.

**Incident Action Plan (IAP).** A plan that contains objectives that reflects the incident strategy and specific control actions for the current or next operational period.

**Incident Command Post (ICP).** That location at which the primary command functions are executed and usually collocated with the incident base.

**Incident Command System (ICS).** The combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure with responsibility for the management of assigned resources to effectively accomplish stated objectives pertaining to an incident.

**Incident Objectives.** Statements of guidance and direction that are achievable, measurable, and necessary for the selection of appropriate strategy (ies), and the tactical direction of resources.

**Infrared (IR).** A heat detection system used for fire detection, mapping and hot spot identification.

**Infrared (IR) Groundlink.** A capability through the use of a special mobile ground station to receive air-to-ground infrared imagery for interpretation.

**Initial Response.** Resources initially committed to an incident.

**IRB.** Inflatable rescue boat.

**Jurisdictional Agency.** The agency having responsibility for a specific geographical area or function as designated by statute or contract.

**Light Frame Construction.** Materials used for construction are generally lightweight and provide a high degree of structural flexibility to applied forces, such as earthquakes, hurricanes, tornadoes, etc. These structures are typically constructed with a skeletal structural frame system of wood or light gage steel components, which provide support to the floor or roof assemblies. Examples of this construction type are wood frame structures used for residential, multiple low-rise occupancies and light commercial occupancies up to four stories in height. Light gage steel frame buildings include commercial business and light manufacturing occupancies and facilities.

**Mayday.** An international distress signal that will not be used for fire ground communications.

**Medical Supply Cache.** A cache consists of standardized medical supplies and equipment stored in a predetermined location for dispatch to incidents.

**Message Center.** The Message Center receives, records, and routes information about resources reporting to the incident, resource status, and administration and tactical traffic.

**MICU (Mobile Intensive Care Unit).** Refers to a vehicle equipped to support paramedic functions. It would include drugs, medications, cardiac monitors and telemetry, and other specialized emergency medical equipment.

**Minor Treatment.** These patients' injuries require simple rudimentary first-aid.

**Mobilization Center.** An off-incident location at which emergency service personnel and equipment are temporarily located pending assignment, release, or reassignment.

**Morgue (Temporary On-Incident).** Area designated for temporary placement of the dead.

**Multi-Agency Coordination (MAC).** The coordination of assisting agency resources and support to emergency operations.

**Multi-Agency Coordination System (MACS).** The combination of facilities, equipment, personnel, procedures, and communications integrated into a common system with responsibility for coordination of assisting agency resources and support to agency emergency operations.

**Multi-Casualty.** The combination of numbers of injured personnel and type of injuries that exceed the capability of an agency's normal first response.

**NMSP.** New Mexico State Police. The Department of Public Safety is the control agency for search and rescue operations within the boundaries of New Mexico. NMSP has been given the operational control of SAR mission within the boundaries of New Mexico.

**Operational Period.** The period of time scheduled for execution of a given set of tactical actions as specified in the Incident Action Plan.

**Operations Coordination Center (OCC).** The primary facility of the Multi-Agency Coordination System. It houses the staff and equipment necessary to perform the MACS functions.

**Orthophoto Maps.** Aerial photographs corrected to scale so that geographic measurements may be taken directly from the prints.

**Out-of-Service Resources.** Resources assigned to an incident but unable to respond for mechanical, rest, or personnel reasons.

**Patient Transportation Recorder.** Responsible for recording pertinent information regarding off-incident transportation of patients.

**Personal Protective Equipment (PPE).** That equipment and clothing required to shield and/or isolate personnel from thermal, chemical, radiological, physical, or biological hazards.

**Personnel Accountability.** The ability to account for the location and status of personnel.

**Personnel Accountability Reports (PAR).** Periodic reports verifying the status of responders assigned to an incident.

**PFD.** Personal flotation device with a minimum U.S. Coast Guard rating of Type III or V.

**Planning Meeting.** A meeting, held as needed throughout the duration of an incident, to select specific strategies and tactics for incident control operations and for service and support planning.

**Pre-cast Construction.** Structures of this type are built utilizing modular pre-cast concrete components that include floors, walls, columns and other sub-components that are field connected upon placement on site. Individual concrete components utilize imbedded steel reinforcing rods and welded wire mesh for structural integrity and may have either steel beam, column, or concrete framing systems utilized for the overall structural assembly and building enclosure. These structures rely on single or multi-point connections for floor and wall enclosure assembly and are a safety and operational concern during collapse operations. Examples of this type of construction

include commercial, mercantile, office and multi-use or multi-function structures including parking structures and large occupancy facilities.

**Protective Actions.** The actions taken to preserve the health and safety of emergency responders and the public during an incident involving releases of hazardous materials. Examples would include evacuations or in-place protection techniques.

**PWC.** Personal watercraft (water bike, jet ski).

**Qualified.** A person meeting a recognized level of training, experience and certification for the assigned position.

**Radiation Monitoring and Detection.** The use of specialized devices to determine the presence, type and intensity of ionizing radiation, and to determine dosage over time.

**Radio Cache.** A cache may consist of a number of portable radios, a base station and, in some cases, a repeater stored in a predetermined location for dispatch to incidents.

**Rapid Intervention Crew/Company (RIC).** A crew or company designated to standby in a state of readiness to rescue emergency personnel.

**Refuge Area.** An area identified within the incident for the assembly of individuals in order to reduce the risk of further contamination or injury.

**Reinforced Response.** Those resources requested in addition to the initial response.

**Reporting Locations.** Any one of six facilities/locations where incident assigned resources may check in.

**Resources.** All personnel and major items of equipment available, or potentially available, for assignment to incident tasks on which status is maintained.

**Respiratory Protection.** The provision of a NIOSH approved breathing system to protect the respiratory system of the wearer from hazardous atmospheres.

**Responder Rehabilitation.** The rest and treatment of incident personnel who are suffering from the effects of strenuous work and/or extreme conditions.

**RHIB.** Rigid hull inflatable boat.

**Rigid Hull.** A boat constructed of wood, fiberglass, or aluminum with no inflated components.

**Safe Refuge Area (SRA).** A safe area within the Contamination Reduction Zone (CRZ) for the assembly of individuals who were on site at the time of the spill. Separation of any potentially contaminated or exposed persons from non-exposed persons should be accomplished in the SRA.

**Search and Rescue Emergency Medical Technician (SAREMT).** The SAREMT provides emergency medical care to personnel operating on the SAR Incident.

**Search Marking System.** A standardized marking system employed during and after the search of a structure for potential victims.

**Section.** The organization level having functional responsibility for primary segments of incident management (Operations, Planning, Logistics, Finance/Administration). The Section level is organizationally between Branch and Incident Commander.

**Single Resource.** An individual piece of equipment and its personnel complement, or an established crew or team of individuals with an identified work supervisor that can be used on an incident.

**Site.** That area within the Contamination Reduction Control Line at a hazardous materials incident.

**Staging Area.** That location where incident personnel and equipment are assigned on a three-minute available status.

**Standby Members (2-in, 2-out).** Two personnel who remain outside the hazard area during the initial stages of an incident to rescue responders and who are responsible for maintaining a constant awareness of the number and identity of members operating in the hazardous area, their location and function, and time of entry.

**START - S.T.A.R.T.** Acronym for Simple Triage And Rapid Transport.

**Strategy.** The general plan or direction selected to accomplish incident objectives.

**Strike Team.** Specified combinations of the same kind and type of resources, with common communications and a leader.

**Structure/Hazards Marking System.** A standardized marking system to identify structures in a specific area and any hazards found within or near the structure.

**Support Zone.** The area outside of the Contamination Control Line where equipment and personnel are assembled in support of incident operations, wherein such personnel and equipment are not expected to become contaminated.

**Swiftwater.** Water that is moving fast enough to produce sufficient force to present a significant life and safety hazard to a person entering the water.

**Training Levels:**

**Awareness:** Knowledge based course of instruction, emphasizing hazards and personnel safety. Generally lecture only.

**Operational:** Participation based course of instruction; emphasizing personal safety, team safety and limited low risk victim rescue. The course generally includes objective evaluation and testing.

**Technician:** Performance based course of instruction emphasizing personnel safety, team safety, and mid to high-risk victim rescue. The course generally includes objective evaluation and testing.

**Tactics.** Deploying and directing resources on an incident to accomplish the objectives designated by current incident strategy.

**Task Force.** A group of resources with common communications and a leader that may be pre-established and sent to an incident, or formed at an incident.

**Technical Reference.** Access to, use of, and interpretation of various technical databases, chemical substance data depositories, response guidelines, regulatory documents, and other sources both in print and electronic format.

**Technical Specialists.** Personnel with special skills who are activated only when needed.

**Triage.** Screening and classification to determine priority needs in order to ensure the efficient use of personnel, equipment and facilities.

**Triage Tag (medical).** A tag used by triage personnel to identify and document the patient's medical condition.

**Unified Command.** Unified Command is a team effort that allows all agencies with jurisdictional responsibility for the incident, either geographical or functional, to manage an incident by establishing a common set of incident objectives and strategies. This is accomplished without losing or abdicating agency authority, responsibility or accountability.

**Unit.** That organization element having functional responsibility for a specific incident planning, logistics, or finance activity.

**Urban Search and Rescue (USAR).** The process of locating, extracting and providing initial medical treatment to victims trapped in collapsed structures or rescuing or removing persons threaten or stranded in harm's way by an emergency or hazardous event when they cannot remove themselves.

**Urban Search and Rescue (US&R) Company.** Any ground vehicle(s) providing a specified level of US&R operational capability, rescue equipment, and personnel.

**Urban Search and Rescue (US&R) Crew.** A pre-determined number of individuals who are supervised, organized and trained principally for a specified level of US&R



operational capability. They respond without equipment and are used to relieve or increase the number of US&R personnel at the incident.

**Watershed Rehabilitation.** Restoration of watershed to, as near as possible, its pre-incident condition, or to a condition where it can recover on its own. Also known as "rehab".

**Weapons of Mass Destruction (WMD).** Reference to those substances that can be weaponized and are developed for the purpose of creating widespread injury, illness and death. Agents are produced in quantity and/or filled into munitions in a specialized formulation with enhanced shelf life or dissemination properties.

**Wide Area Search (WAS):** Is an incident that lies between a wilderness and urban event and has four key components which include: A large area affected, unknown number of victims, overwhelming of local resources and the request for a variety of resources. Once the criteria have been met, the Incident Commander shall formulate the objects around the concept of searching a large geographical area.

**Wilderness Search and Rescue (WSAR):** Includes, but is not limited to, emergency incidents involving locating missing persons, extraction of entrapped or stranded persons, locating boats lost in or around coastal waters or inland waters, water rescues, locating downed aircraft, extrication if necessary and provide medical treatment of victims.