



Tonto Rim Search and Rescue (TRSAR) Command and Control Policy P.O. Box 357 Pine, AZ. 85544

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SECTION I. PURPOSE:

This policy provides the guidelines for running a SAR operation in the field. It encompasses the FEMA NIMS ICS-100 and 700 which should be completed by TRSAR members.

SECTION II. OVERVIEW:

SAR operations will use the Incident Command System. An overview follows;

A. ICS Overview

ICS consists of a standard management hierarchy and procedures for temporary incident(s) of any size. ICS procedures should be pre-established and sanctioned by participating authorities, and personnel should be well-trained prior to an incident.

ICS includes procedures to select and form temporary management hierarchies to control funds, personnel, facilities, equipment, and communications. Personnel are assigned according to established standards and procedures sanctioned by participating authorities. ICS is a system designed to be used or applied from the time an incident occurs until the requirements for management and operations no longer exist.

ICS is interdisciplinary and organizationally flexible to meet the following management challenges;

1. Meet the needs of a jurisdiction to cope with incidents of any kind or complexity (i.e. it expands or contracts as needed).
2. Allows personnel from a wide variety of agencies to meld rapidly into a common management structure with common terminology.
3. Provides logistical and administrative support to operational staff.
4. Be cost effective by avoiding duplication of efforts, and continuing overhead.
5. Provide a unified, centrally authorized emergency organization.

B. Incident Commander:

1. **Single incident commander** - Most incidents involve a single incident commander. In these incidents, a single person commands the incident
2. **Unified Command** - A Unified Command involves two (2) or more individuals sharing the authority normally held by a single incident commander. Unified Command is used on larger incidents usually when multiple agencies or multiple jurisdictions are involved. A Unified Command typically includes a command representative from major involved agencies and/or jurisdictions with one (1) from that group to act as the spokes person, though not designated as an Incident Commander. A Unified Command acts as a single entity. It is important to note, that in Unified Command the command representatives will appoint a single Operational Section Chief.
3. **Area Command** - During multiple-incident situation, an Area Command may be established to provide for Incident Commanders at separate locations. Generally, an Area Commander will be assigned - a single person - and the Area Command will operate as logistical and administrative support. Area Commands usually do not include an Operations function.

C. **Command Staff:**

1. **Safety Office** - The Safety Office monitors safety conditions and develops measures for assuring the safety of all assigned personnel.
2. **Public Information Officer** - The Public Information Officer (PIO or IO) serves as the conduit for information to and from internal and external stakeholders, including the media or other organizations seeking information directly from the incident or event. While less often discussed, the Public Information Office is also responsible for ensuring that an incident's command staff are kept apprised as to what is being said or reported about an incident. This allows public questions to be addressed, rumors to be managed, and ensures that other such public relations issues are not overlooked.
3. **Liaison Officer** - A Liaison Officer as the primary contact for supporting agencies assisting at an incident.

D. **General Staff:**

1. **Operations Section Chief** - The Operations Section Chief is tasked with directing all actions to meet the incident objectives.
2. **Planning Section Chief** - The Planning Section Chief is tasked with the collection and display of incident information, primarily consisting of the status of all resources and overall status of the incident.
3. **Finance/Administration Section Chief** - The Finance/Administration Section Chief is tasked with tracking incident related costs, personnel records, requisitions, and administrating procurement contracts requested by Logistics.
4. **Logistics Section Chief** - The Logistics Section Chief is tasked with providing all resources, services, and support required by the incident.

SECTION III. DESIGN:

- A. **Personnel** - ICS is organized by levels, with the supervisors of each level holding a unique title (e.g. only a person in charge of a section is labeled "Chief"; a "Director" is exclusively the person in charge of a branch). Levels (supervising person's title) are;
1. **Incident Commander**
 2. **Command Staff Member (Officer)** - Command Staff
 3. **Section (Chief)** - General Staff
 4. **Branch (Director)**
 5. **Division (Supervisor)** - A Division is a unit arranged by geography, along jurisdictional lines if necessary, and not based on the makeup of the resources within the division.
 6. **Group (Supervisor)** - A Group is a unit arranged for a purpose along agency lines if necessary, or based on the makeup of the resources within the Group.
 7. **Unit, Teams, or Force (Leader)** - Such as "Communications Unit", "Medical Strike Team", or a "Reconnaissance Task Force." A Strike Team is a composed of resources (four (4) ambulance, for instance), while a Task Force is composed of different types of resources (one (1) ambulance, two (2) fire trucks, and a police car, for instance).
 8. **Individual Resources** - This is the smallest level within ICS and usually refers to a single person or piece of equipment, It can refer to a piece of equipment and/or operator, and less often to multiple people working together.
- B. **Facilities** - ICS uses a standard set of facility nomenclature. ICS facilities include"
1. **Pre-Designated Incident Facilities** - Response operations can form a complex structure that must be held together by response personnel working at different and often widely separate incident facilities, These facility can include:
 - a. **Incident Command Post (ICP)** - The ICP is the location where the Incident Commander operates during response operation. There is only one (1) ICP for each incident or event, but it may change locations during the event. Every incident or event must have some form of an Incident Command Post (ICP). The ICP may be located in a vehicle, trailer, tent, or within a building. The ICP will be positioned outside of the present and potential hazard zone, but close enough to the incident to maintain command. The ICP will be designated by the name of the incident, e.g., Trail Creek ICP.
 - b. **Staging Area** - Can be a location at or near an incident scene where tactical response resources are stored while they await assignment. Resources in the staging areas are under the control status. Staging Areas should be located close enough to the incident for a timely response, but far enough away to be out of the immediate impact zone. There may be more than on Staging Area at an incident. Staging Areas can be collocated with the ICP, Base, Camp, Helibase, or Helispots.
 - c. **Base** - A Base is the location from which primary logistics and administrative functions are coordinated and administered. The Base

may be collocated with the ICP. There is only one (1) Base per incident, and it is designed by the incident name. The Base is established and managed by the Logistic Section. The resources in the Base are always out-of-services.

- d. **Camp** - Camp locations, often temporary, within the general incident area that are equipped and staffed to provide sleeping, food, water, sanitation, and other services to response personnel that are too far away to use base facilities. Other resources may also be kept at a Camp to support incident operations if a Base is not accessible to all resources. Camps are designated by geographic location or number. Multiple Camp may be used, but not all incidents will have Camp.
 - e. **Helibase** - A Helibase is the location from which helicopter-centered air operations are conducted. Helibases are generally used on a more long-term basis and include such services as fueling and maintenance. The Helibase is usually designated by the name of the incident, e.g. Trail Creek Helibase.
 - f. **Helispot** - Helispots are more temporary locations at the incident, where helicopters can safely land and take off. Multiple Helispots may be used.
2. Each facility has unique location, space, equipment, materials, and supplies requirements that are often difficult to address, particularly at the outset of response operations. For this reason, responders should identify, pre-designate and pre-plan the layout of these facilities, whenever possible.
 3. On large or multi-level incidents, higher-level support facilities may be activated. These could include;
 - a. **Joint Information Center (JIC)** - A JIC is the facility whereby an incident, agency, or jurisdiction can support media representatives. Often co-located - even permanently designated - in a community or state EOC the JIC provides the location for interface between the media and the PIO. Most often the JIC also provides both space and technical assets (Internet, telephone, power) necessary for the media to perform their duties. A JIC very often becomes the "face" of an incident as it is where press releases are made available as well as where many broadcast media outlets interview incident staff. It is not uncommon for a permanently established JIC to have a window overlooking an EOC and/or a dedicated background showing agency logos or other symbols for television interviews. The National Response Coordination Center (NRCC) and FEMA has both, for example, allowing televised interviews to show action in the NRCC behind the interviewer/interviewee while illuminated "Department of Homeland Security" sign prominently placed on the far wall of the NRCC, is thus visible during such interviews.
 - b. **Joint Operation Center (JOC)** - A JOC is usually pre-established, often operated 24/7/365, and allows multiple agencies to have a

dedicated facility for assigning staff to interface and interact with their counterparts from other agencies. Although frequently called something other than a JOC, many locations and jurisdictions have such center, often where federal, State, and/or local agencies (often law enforcement) meet to exchange strategic information and develop and implement tactical plans. Large mass gathering events, such as a presidential inauguration, will also utilize JOC-type facilities although they are often not identified as such or their existence even publicized.

- c. **Multiple Agency Coordination Center (MACC)** - The MACC is a central command and control facility responsible for the strategic, or "big picture" of a disaster. A MACC is often used when multiple incidents are occurring in one (1) area or are particularly complex for various reasons such as when scarce resources must be allocated across multiple request. Personnel within the MACC use Multi-Agency Coordination to guide their operations. The MACC coordinates activities between multiply agencies and incidents and does not normally directly control field assets, but makes strategic decisions and leaves tactical decisions to individual agencies. The common function of all MACC's is to collect, gather and analyze data; make decisions that protect life and property, maintain continuity of the government or corporation, within the scope of applicable laws; and disseminate those decisions to all concerned agencies and individuals. While often similar to an Emergency Operation Center (EOC), the MACC is a separate entity with a defined area or mission and lifespan whereas an EOC's often, but not always, follow the general the general ICS principles but may utilized other structures or management (such as an Emergency Support Function (ESF) or hybrid ESF/ICS model) schemas. For many jurisdictions the EOC is where elected officials will be located during an emergency and, like a MACC, supports but does not command an incident.

C. Equipment

1. ICS uses a standard set of equipment nomenclature.

D. Command Transfer

1. A role of responsibility can be transferred during an incident for several reasons. As the incidents grows a more qualified person is required to take over as Incident Commander to handle the ever-growing needs of the incident, or in reverse where as an incident reduces in size command can be passed down to a less qualified person (but still qualified to run the now smaller incident) to free up highly qualified resources for other tasks or incidents. Other reasons to transfer command include jurisdiction change if the incident moves locations or area of responsibility, or normal turnover of personnel due to extended incidents. The transfer of command process always includes a transfer to command briefing, which may be oral, written, or a combination of

both.