APPALACHIAN SEARCH & RESCUE CONFERENCE
BLUE RIDGE MOUNTAIN RESCUE GROUP
ALERT OFFICER PROCEDURES

To serve as an ASRC Alert Officer (AO), you should:

- Have a good working knowledge of search management;
- Be capable of evaluating the urgency and resource requirements of a SAR emergency;
- Be familiar with what resources we can commit (as well as what other agencies can commit);
- Have a working knowledge of ASRC, BRMRG and state alert procedures;
- Be an effective communicator; an AO has to communicate with DES and Responsible Agencies (Ras); and
- Be thoroughly familiar and experienced in ASRC/BRMRG dispatch.

So you are an AO and the pagers go off. What to do, what to do?

1. Answer the page by calling whomever set them off. Usually, this will be MEDCOM ((804) 924-9287). It may be another member, the UVA Police Department, or Virginia Department of Emergency Services (DES). In essence, any number followed by '100' is indicating the need for an AO.

2. Set off the local pagers by specifying your PIN and '101'.

3. If you are instructed to call an agency (usually DES), call them and get the appropriate information. Have pen and paper ready before you call.

    Appropriate information:
    Who is missing? (Age and sex)
    Where?
    How long has the person been missing?
    Is there a Place Last Seen (PLS)? How old is it?
    What has been done already?
    What resources are on scene? What are requested?
    Who is the RA? (Name)
    What kind of terrain is it? What is the weather?
    Is the subject prepared for the outdoors?
    What else is pertinent about the subject? (Meds, mental status)
    Directions to Base / meeting place?
    Phone number of local RA or Base?

Don't waste time by collecting information not needed for the response. For example, it is important to know that a 5 year old child has been missing for 36 hours. You don't need to know yet that the child was wearing a red shirt, white pants, size 5 white shoes and carrying a teddy bear (although it is pertinent to know if they are adequately dressed for the environment).

Always: **DOCUMENT, DOCUMENT.** You won't remember much of anything.

Often, DES will have collected the necessary information and will pass it all on to you. In such a case, they will probably have secured permission for you to send ASRC personnel. If not, you may need to call the RA directly. Make sure the DES watch officer or SAR Duty Officer (SARDO) tells you this. If possible, always try to talk to the SARDO.

ALL OF THE ABOVE STEPS SHOULD TAKE LESS THAN FIVE MINUTES.

Once the appropriate information and permission have been secured, teams must be dispatched. Immediately try to find an ASRC Incident Commander (IC) or a response team leader who can most rapidly respond to the incident site. This priority may imply that the local or state net be paged '102' or that a personal phone call be made to the IC at home.

1. Try to get to the locker or have another AO there to begin coordinating the ASRC response. Alerting information is almost always more up to date in the locker.

2. If the situation is urgent enough (your judgement), transport for an OHT by Pegasus may be possible. You must contact someone on the Pegasus flight list to coordinate this.

3. Set off the BRMRG statewide net to alert our members and other groups. Give the phone number where the alert is being coordinated and the appropriate code(s).

4. Give priority to the ASRC group which is closest to the incident. Since some groups are not on our pager net, you may have to contact them directly. Even if they are on our net, be SURE that you talk to them and give them the information.

Note: It is generally best to have the first BRMRG AO who calls you handle the response of the local persons with digitals or to start calling other ASRC groups or BRMRG members without pagers.

*** Current ASRC policy stipulates that:
First priority is to find an IC who can be on scene in the least amount of time. Often, this is the IC who is closest to the scene geographically, but not always.

AN IC and Overhead Team (OHT) may be comprised of more than one group, depending on who is available. It is best, however, if the IC arrives before or with the OHT. If an IC can not arrive with the OHT, the OHT will respond with the understanding that they are working with the RA until an IC does arrive. The Operations Officer (OPS) is the team leader and should remain in the OPS position when the IC does arrive.

It is the responsibility of the AO to identify a Dispatch Officer (DO) for each group. If no other qualified DO can be found for BRMRG, the AO must take the position and will NOT respond to the situation. Sorry, but it has to be done.

Finally, notify DES and MEDCOM of the response being sent and when it left. If the incident is in or borders Albemarle County, keep MEDCOM informed.

Be cautious about estimating the Estimated Time of Arrival (ETA) on scene for our teams. Weather, distance, time of day and numerous other factors affect response time. Provide an initial estimate, then update it as teams en route check in.

Any change in the status of alert or response should be passed on to the Dos in other groups and to DES.

*** THIS WHOLE PROCESS SHOULD TAKE LESS THAN 15 MINUTES ***

To activate state-wide: (804) 971-6048 Charlottesville: (804) 971-6047

<u>Pager Codes</u>

xx	Pager number
0xx	Personal Identification Number
000	Disregard last page; used by AOs concerning a false initial page.
100	Alert Officer call the following number
101	Handled; An AO has answered the 100 page, usually followed by the AO's PIN.
102	Incident Commanders call the following number
105	Dispatch changed to following number
123	Test: pager test code, call the following number.
111	Notification; search possible, but not likely in the next 24 hours.
222	Alert; search likely in the next 24 hours.
331	OHT; Overhead Team requested.
332	QRT; Quick Response team requested consisting of an IC, IS and 3-6 FTLs.
333	Full callout
441	Status one; subject found alive
442	Status two; subject found alive, needs medical attention
443	Status three; subject found not alive
444	Turn; teams en route turn around
445	Search suspended
551	Base call the following number
552	Dispatch call the following number
553	Teams en route call the following number
888	Anna: Dispatch closing
999	Disaster

APPALACHIAN SEARCH & RESCUE CONFERENCE
ALERT / DISPATCH POLICIES

I.   **ALERT** - The ASRC is traditionally alerted via MEDCOM at the University of Virginia (UVA) Hospital, or by the Responsible Agent (RA).

A.   For information pertaining to handling an alert by talking to the Virginia Department of Emergency Services (DES) and/or the RA, see the supplemental appendix titled "ASRC/BRMRG Alert Officer Procedure."

B.   When the ASRC is requested by a state other than Virginia, the Alert Officer (AO) arranges deployment of ASRC resources with the RA or the RA's designee. DES will then be notified by the AO and given details of the ASRC response. Response need not be coordinated through DES.

C.   When the ASRC group learns of a search where the ASRC has not been requested and has an interest in approaching the RA, any contact will be made through an ASRC Incident Commander (IC) or the Conference Chairman. This may indicate notifying an IC from another Conference group.

D.   All calls to the VA DES concerning searches where the ASRC has not been requested will be routed through the Conference Chairman, the Conference Operations Officer, or the BRMRG Alert/Dispatch Coordinator. (Note: This is an operational office held by one person and differs in definition from an AO.)

II.   **ALERT OFFICER DECISIONS**

A.   It will be determined by the AO, after talking to DES or to the RA, what level of callout the search requires.

   1.   <u>Notification</u> - The ASRC is on notice that a search is occurring. Resources have not been requested and a callout does not seem imminent.
   2.   <u>Alert</u> - The ASRC has a high probability of responding to a search within the next 24 hours. Members should be contacted, availabilities should be determined and a response team organized.
   3.   <u>Overhead Team</u> - Only ASRC Incident Staff and Incident Commanders are being asked to respond at this time.
   4.   <u>Quick Response Team</u> - An ASRC OHT has been requested, and a limited number of FTL members as well. No FTM or COQ members are being asked to respond.
   5.   <u>Full Callout</u> - All available ASRC members are asked to respond to the search. If a full callout is requested for a later time, (i.e. we are asked to respond at 0600), the level of callout is Full, not Alert.

B.   Once an IC is on scene and has assessed the situation, he or she will determine any change in callout status. All groups must call in when the pagers are activated to determine the status of the callout.

C.   If a limited number of resources are requested (a QRT callout for example), the AO may decide to place nearby groups on full callout while the rest of the Conference is on Alert.

D. It is the responsibility of the AO to determine the initial IC based on who can be <u>on scene in the least amount of time</u>. This may entail changing ICs while one or more ICs are en route to the incident. **THE FIRST IC TO ARRIVE AT A SEARCH INCIDENT ASSUMES COMMAND OF THE INCIDENT.** This command may be passed to another incoming IC at the discretion of the initial IC. If more than one IC from the same group travel together, it should be determined before arrival who will be in charge.

E. For information pertaining to decisions regarding the use of the UVA medical helicopter, Pegasus, see the supplemental appendix titled "Pegasus Response Guidelines".

F. The AO must determine or designate a Dispatch Officer for every group in the Conference. The AO will become his or her group's Dispatch Officer (DO) if another is not determined.

III. CONFERENCE DISPATCH

A. It is the responsibility of the Conference DO to have an identified group DO for each group, including a pager or telephone number where that person can be reached.

B. The Conference DO will keep a log of every telephone conversation that occurs during a mission, including the time of the calls.

C. The Conference DO will keep an updated status board that monitors the availability of members of every group.

D. The Conference DO will maintain contact with Mission Base at least every six hours and will pass on updated information to every group dispatch and to DES.

E. If the Conference was alerted through UVA MEDCOM, then the Conference DO will keep MEDCOM apprised of the mission situation every 24 hours.

F. The Conference Dispatcher will serve as the group DO for his or her own group and contact every member.

G. If the Conference DO is not and ASRC AO, then there will be an AO on call by telephone or pager to handle any questions, emergencies or additional searches.

H. The Conference DO is responsible for passing to the group DO:
1. Changes in weather, Base location or directions;
2. Changes in alert status, and
3. When group members reach or leave base.

I.   If contacted by members of the press, the Conference DO has two options:

1.   The DO can refer the reporter to the IC.
2.   The IC may approve a press statement to be given out by the DO.

J.   The Conference DO is responsible for filling equipment requests from base. This includes calling other groups to see what is available. This may include dispatching personnel to the search solely for the purpose of transporting equipment.

K.   Once Dispatch has been notified by Base that there is a find, or that a decision has been made to suspend the mission, all groups must be contacted immediately. If there are teams en route, a turn- around page must be issued. If teams are en route without a pager and have not called in, Dispatch must notify Base that there are still incoming personnel.

L.   Dispatch is responsible for talking to each of the group dispatchers to ascertain that they have received an end-of-search page. This may include calling the DO directly.

M.   The Conference DO is responsible for contacting DES to notify them that the mission is closing, unless DES notified Dispatch first.

N.   Since the Conference DO is also the dispatcher for his or her group, they must keep Dispatch open until all group members have returned. If Dispatch will then be closing, all groups must first be notified. If any group has members who are unaccounted for, or if any group cites a reason why dispatch should not close, then Dispatch will remain open until all Conference members have returned.

O.   The Conference DO will notify the DES Watch Officer when Dispatch closes. If the ASRC was alerted through UVA MEDCOM, then the Conference DO will notify the MEDCOM operator that Dispatch is closing.

P.   The Conference DO at closing is responsible for filing the Dispatch Log with the mission files.

IV.   GROUP DISPATCH

A.   It is the responsibility of every group DO to contact all of the members in the group to determine availability.

B.   It is not the responsibility of the group DO to determine the level of callout for the group members. The Conference DO will pass on information already determined by the AO or IC.

C.   The group DO is responsible for passing to the Conference DO:

1.   Availability of members and those members' training levels;
2.   Time when members leave to respond to a mission; and
3.   Notification when all members have returned from the mission.

D.   If a group DO is contacted by a member of the press, he or she must refer the reporter to Conference Dispatch.

E.   The group DO is responsible for answering every page from Conference Dispatch. There may be more information to pass along, or a change in the callout status.

F.   The group DO is responsible for contacting members after being notified that a mission is closing. This is particularly important for members who are preparing to respond or who are en route. If members en route can not be reached, the Conference DO <u>must be notified</u>.

G.   The group DO is responsible for knowing when all group members have returned from a mission and must remain open or available until receiving notification that all members have returned.

V.   OTHER DISPATCH INFORMATION

A.   A toll-free number ((800) 800-2772) has been established that rings in the locker of the Blue Ridge Mountain Rescue Group in Charlottesville, VA. This number is to be used by Base personnel when Conference Dispatch is located in Charlottesville. It is not to given out for use by RAs, nor is it to be used by group DOs.

B.   Members en route to a search who wish to use a toll-free number to check in should call the VA DES at (800) 468-8892. Teams should check in with DES, Conference Dispatch, or their group DO at least every hour.

GENERAL GUIDELINES FOR SAR COORDINATION THROUGH THE VIRGINIA EMERGENCY OPERATIONS CENTER

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RESOURCE ALLOCATION

1. Initial requests for state resource assistance should originate from or be validated by the legal responsible agent.

2. Once a mission is in progress, requests for assistance from groups or agencies not already involved should be validated by the IC and routed through the VA EOC. Requests for additional assistance from groups already involved should be made directly to the group's dispatch officer. The dispatch officer should then advise the VA EOC that additional members of the group are responding.

3. A guideline for resource allocation is the closest appropriate resource should respond first, for both initial and supplemental response. In the event a second mission occurs while one is in progress, the same principle applies. If this involves pulling resources from the first mission, the relative urgency of the two missions and the impact on the first mission should be considered prior to transferring resources from one to the other.

4. In most cases, local resources should be utilized first, followed by in-state and out-of-state resources, in that order.

5. State resource groups should constantly be aware of their responsibility to maintain reserves whenever possible, both for relief for an existing mission and response to a second mission.

TRANSPORTATION

1. Routine transportation to and from SAR missions is the responsibility of the responding agency.

2. Air transportation is an extraordinary method used for extraordinary circumstances. Distance alone is not the determining criterion.

3. The VA EOC will attempt to assist with transportation for SAR resources in two situations. First, normal methods of transportation used by the group are not available or are inadequate and the group's participation in the mission is considered, by the VA EOC, to be essential. Second, circumstances require a more rapid transport of specific resources than would be possible using normal methods.

COMMUNICATIONS

1. The following communications guidelines are suggested in order to utilize the communications capability of the VA EOC in an efficient and appropriate manner and to prevent interference with other VA EOC functions.

2. Examples of appropriate traffic:

    a. Resource arrival and departure notifications and enroute check-ins.
    b. Mission updates and closing reports to the VA EOC. All such reports should be made by the IC or by his designee.
    c. Requests for resources or assistance. Requests must be specific and must have an authority line.
    d. Emergency traffic, et al.

3. Examples of inappropriate traffic:

    a. Routine intra-agency or inter-agency traffic.
    b. Traffic that is the function of the group's dispatch officer, such as travel information, mission updates to group members, requests for additional group resources, etc.
    c. Using the VA EOC as a message relay point.

4. It is the responsibility of the local responsible agent to provide telephone service to the mission base.

5. Phone patches through the VA EOC will be done only in cases where normal commercial service is impractical or impossible or where a three-way conversation involving the VA EOC is necessary.

SAR DUTY OFFICER

1. The SAR Duty Officer's primary responsibilities are to coordinate the state's response to a SAR incident, to provide technical assistance to the incident, as needed, and to serve as liaison between the state and the various SAR resources.

2. Routine resource requests and mission communications will be handled by the Duty Communications Officer with assistance from the SAR Duty Officer as needed. The SAR Duty Officer has overall responsibility for the mission and will be directly i n v o l v e d ,   a s   n e e d e d .

ASRC INCIDENT COMMANDERS

Name:	Home Phones:	Work Phones:	Pagers: (A = ASRC Net)	
CARTER, David	804-466-8094	804-437-4635	A	TSAR
CONOVER, Keith	412-561-3413	412-232-8364		AMRG
DIXON, William	804-295-9303		A	
HEMMER, Bruce	804-296-6172	804-924-3598	A	BRMRG
HERBERT, Deming	804-823-2995	804-977-4400	A	BRMRG
INGLE, Chris	804-296-7274	804-977-4400		BRMR
			O	
KOESTER, Robert	804-296-6172	804-924-8010	A	BRMR
MECHTEL, Gary	410-381-2593	410-765-6142		BRMRG
			O	
PENNINGTON, Mark	804-739-6006	804-674-2432	A	RSAR
SERIO, Vince	804-288-3946	804-784-5546		
SHEA, Greg	703-448-4481	703-742-7198		BRMRG
			O	
SWETT, George	703-750-3175	703-358-5306		SMRG
WILFONG, Ralph	804-674-4244	804-674-2421		

ASRC INCIDENT STAFF

Name:	Home Phones:	Work Phones:	Pagers: (A = ASRC Net)	
BERMAN, Todd	On Leave of Absence			
BIRCH, John	703-533-3668			
BIRMINGHAM, C.	804-979-7254	804-924-2101	A	BRMRG
BURMESTER, J.	703-978-7819	703-471-6150		SMRG
CARTER, Ruth	804-466-8094	804-422-2201	A	TSAR
CHOPIN, Charles	804-979-3228		A	BRMRG
DEHAVEN, Paul	703-354-2957	703-354-0400		
DODDS, Art, Jr.	301-949-2497	301-443-8907	A	SM
ELRON, Robert	703-506-8642	301-572-3560		
FOGLE, Art	412-795-1123	412-795-1085		
FOX, Lorrick	804-262-1110	804-230-1370		
HANNON, Lisa	804-979-7254	804-293-4507	A	BRMRG
HARRISON, Gene	703-777-6111	703-883-6142		

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KUGA, Michael          412-869-2567              412-266-8343
MARSH, Andrew          410-381-5309                                              41
MOORE, E., Jr.         804-798-5012/5022
PERRON, Greg           804-979-4327                              A     BRMRG
PUNCHES, John          703-552-6957              703-231-8835          BRMRG
                                                                O
RITENOUR, Chuck        410-667-1708              410-237-1824
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RITTER, Steve          703-869-4265              703-667-5990                    BRMR
                                                                         O
SIHLER, Edward         919-968-4126
SOLOMON, Carl          410-381-1527              410-286-7057
 SOUKUP, Cady          703-987-9549              703-675-3015
TURNER, Patrick   804-977-4539  804-295-7901(Parents)        804-924-3181
 ZOLIDES, Marc         202-524-8972
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COMMONWEALTH of VIRGINIA
MEMORANDUM OF UNDERSTANDING
between
COMMONWEALTH OF VIRGINIA, DEPARTMENT OF EMERGENCY SERVICES
and
APPALACHIAN SEARCH AND RESCUE CONFERENCE, INC.

1.   PURPOSE

To define the relationship between the Commonwealth of Virginia, Department of Emergency Services (DES), and Appalachian Search and Rescue Conference, Inc. (hereinafter referred to as ASRC), a volunteer search and rescue (SAR) organization that operates within Virginia and provides services to various Federal, State and local government agencies and to the citizens of the Commonwealth.

2.   GUIDELINES

Several Federal agencies have SAR responsibilities in certain situations. In accordance with the Commonwealth of Virginia Emergency operations Plan, Annex I-AA, the agency responsible for the state-level coordination of search and rescue activities is the Department of Emergency Services. The State SAR Coordinator is the person designated by the Coordinator of Emergency services to coordinate the Search and Rescue Program of DES and to coordinate overall state SAR operations.

Each locality may designate a local SAR Coordinator. In the absence of an official designation by the local government to the contrary, it is understood that the chief law enforcement officer of that political subdivision will be the local SAR Coordinator.

Volunteer groups provide services to and come under the operational control of the appropriate responsible agent.

3. TERMS OF UNDERSTANDING

a. ASRC may provide services to any agency, group or individual to whom it wishes to respond. The State does not assume any responsibility nor does it exercise any control in situations where a response is not at the State's request or with the State's authorization.

b. If ASRC wishes to be considered a "State resource" and operate under the auspices of the State when responding to a SAR incident, the following terms and conditions will be recognized.

(1) If ASRC is requested to respond to an incident by anyone other than DES, the group will call DES and request an authorization to respond. If the request is appropriate and has the concurrence of the responsible agent, DES will issue a mission number which authorizes the group to respond as an agent of the State.

(2) If ASRC is requested to respond to a SAR incident by DES, DES will issue a mission number which authorizes the group to respond as an agent of the State.

(3) The issuance of a State mission number does not obligate DES for reimbursement of any expenses incurred by ASRC related to the response, including wages, travel costs and equipment costs. It also does not provide for Workers Compensation coverage or for any other type of insurance coverage.

Pursuant to Sections 2.1-526.8 and 2.1-558 of the Code of Virginia, a volunteer member of ASRC does enjoy protection from liability to the same extent as a State employee, provided that he acts within the scope of the mission as assigned by DES.

(4) DES will notify the Virginia State Police in all cases where volunteer State resources are utilized. VSP may dispatch a State Coordinating officer (SCO) to the scene who will be responsible for the coordination of State resources and will serve as liaison between DES and the local authorities. All State resources responding to the incident will report directly to the SCO.

(5) DES reserves the right to allocate State resources to a particular incident based on availability, appropriateness and the resource needs of other incidents that may be in progress or that may develop. The decision to reallocate resources from an incident in progress will be coordinated with the SCO and with the agencies involved in the incident.

(6) ASRC agrees to comply with DES incident reporting requirements for all incidents where ASRC responds under a State mission number.

C. This Memorandum does not preclude ASRC from participating in SAR activities in which DES is not a participant and, conversely, does not require DES to include ASRC in its SAR activities.

4. This Memorandum shall remain in effect until superseded or rescinded by either party.

_8/20/91_ _____ _8/6/91_____

          DATE   DATE

_____

COMMONWEALTH OF VIRGINIA   APPLACHIAN
SEARCH AND RESCUE
DEPARTMENT OF EMERGENCY SERVICES   CONFERENCE INC.
A.E. SLAYTON, JR., COORDINATOR   ROBERT J. KOESTER, CHAIRMAN

Ground Search Management

Standard Operating Guidelines
for the
Appalachian Search & Rescue Conference Inc.

Pre-release Draft version 0.4
12/14/92

Edited by Robert J. Koester

Warning! Do not use this document for anything other than fire starter at this time. It has not been checked or undergone any peer review. It only reflects the views of the author at 4 o'clock in the morning.

Table of Contents

INTRODUCTION

This is not a complete training document since it lacks examples, practice missions, and most importantly the reasoning for the procedures. This document does provide a list of procedures, practices, and management structure needed to run a typical ground search and rescue incident utilizing the Incident Command System structure. It also assumes a previous working knowledge of ICS. This particular document is intended to be specific to the Appalachian Search & Rescue Conference Inc. (ASRC) and therefore use the procedures and forms that have become corporate knowledge. Since it deals with the actual implementation of ICS and management techniques at a highly specfic and detailed level it is intended to serve as a guideline. Incident Commanders must have the flexiabily to experiment and develop new practices as the needs of the specific search dictate. However, it still provides a level of detail allowing new staff members to realize the full extent of their role and responsiblities. In addition it follows a framework develop for searches found in the Commonwealth of Virginia. As ICS has become adopted by EMS, police, forest service, fire departments, and search and rescue teams across the nation it has been slightly modified for each particular role. "Pure" ICS consists of common terminology, span of control, common training material, management by objective, use of functions and not people, and other core elements. These critical elements are maintained in this framework. The important modifications are both specific to search and rescue and to how it operates with a mixture of paid Search and Rescue resources, volunteer SAR trained resources, and untrained and often unpredictable volunteer resources needed to run a mission. These management standard operating procedures have been developed as a result of this background. They provide a list of the minimum required documentation that must be collected during every mission.

This document must be read by potential staff members before an incident occurs. However, it is always advisable for every staff member from the Incident Commander to the support staff positions to review their responsibilities. The text is constructed to facilitate that goal. It is my intention that the book in final form will be changed to a pocket format similar to the Field Operations Guide (FOG). Finally, the document should assist in the training of new staff members while still in the classroom environment.

This document is based upon the personal experience of the author during more than 90 searches and 70 shifts as an Incident Commander. Therefore, it should reflect the current methods used by the ASRC. Extensive credit must be given to existing ICS training materials, the *Field Operations Guide, Incident Command for Search and Rescue, Standard Operating Procedures* manual developed by David Carter, the extensive collection of management notes complied by Chris Metzler, several forms and procedures developed by the Virginia Search and Rescue Council, and long discussions held with numerous ICs and staff members of the ASRC. This document attempts to recognize the need for flexibly among different searches, differences in style among staff members, and the need for a common core knowledge of procedures among all ASRC staff members. A special thank-you to Bill Pierce and Greg Stiles of the National Park Service who provided me with the theortical training in ICS and an oppurtunity to watch it in practice during park incidents.

OPERATIONAL PHILOSOPHY

The ASRC conducts ground search and rescue incidents in order to
- (1) safely
- (2) find the subject
- (3) in the shortest possible time frame
- (4) with the most efficient type and number of resources
- (5) while following any applicable laws, rules, regulations, policies, and directions.

so help us all powerful and knowing great SAR pig

Incident Briefing Outline

ICS Modular Organizational Development

___ICS was developed to meet small incidents, as well as other major incidents. To meet both these needs, the organizational structure develops from the top down and expands or contracts to meet chinging needs. ICS maintains a responsibility for functional performance at the highest possible level. Any function not delegated to a lower level remains the responsibility of the highest assigned level. ICS does not preclude serving several functions as long as the span of control is maintained. By placing responsibility within the appropriate functional area, it is possible to always maintain the size of the overall organization at just what is needed to get the job done. One rule of thumb for managing search and rescue incidents is one staff member for every nine field resources.

The following examples are included to illustrate how an organization might potentially develop from arrival of an overhaead team to a large search. Actual organizational development will vary incident to incident.

COMMAND STAFF

The Incident Commander (IC)

The incident commander is responsible for all incident activities including the development and implementation of strategic decisions and for approving the ordering and releasing of resources. The IC will also fulfill the function of ASRC agency representative and is responsible for ensuring ASRC members follow all applicable ASRC policies, rules, and regulations.

* Activation: An IC is required at all times on all incidents.

Upon being appointed Incident Commander by an ASRC Alert Officer (AO):

* Obtain brief subject briefing.
> Age, sex, physical and mental condition
> PLS, LKP, time last seen, circumstances of loss
> weather, adequate clothing

* Obtain weather information.

* Obtain directions to the incident and check them personally against a detailed map.

* Obtain a phone number and name of the Responsible Agent (RA) or Agency Administer (AA), the State Coordinating Officer (SCO) if in Virginia, and of the current base.

* Determine number and type of resources on scene and what has been done.

* Determine who is the Search and Rescue Duty Officer (SARDO) if in Virginia.

* Determine what level of response requested by Department of Emergency Services (DES) or RA.
> Overhead team- 2-4 management qualified members with IC
> Quick response team- overhead team and 5-10 Field Team Leaders (FTL)
> Full callout- unlimited to specific target size
> If any further modification to these levels are required

* Request appropriate Search and Rescue trained resources (Field Operational Units or FOU) be placed on alert or asked to mount a simultaneous response.

* Determine if Air travel required and place request with appropriate agency.

* Request from the AO that appropriate equipment be dispatched to the incident (copier, maps, radios, etc).

* Tell AO what your personnel requests from the ASRC are at this time, and your projected request upon reaching base.

* Tell the AO your estimated time of departure, when you actually leave, and ETA to search base.

N.B. Depending upon the circumstances it may be necessary to talk directly to the SARDO and/or RA.

While enroute to the search:

*   If statewide communication unavailable check in with ASRC dispatch once an hour.

*   If two IC qualified individuals are traveling together determine who will serve as IC before departing and then inform ASRC dispatch of decision.

*   If cellular telephone communication is available receive updated information from the SARDO and ASRC dispatch before arrival at incident, and inform when arrive on scene.

Upon arrival:

The precise order of tasks upon arrival will change depending upon the unique circumstance of the search. The IC must be highly flexible during the first hours of an incident and the following list serves merely as a suggestion of initial tasks. The precise order of theses steps will vary from incident to incident.

*   Meet RA or current IC and introduce self and other overhead staff members.

*   Receive initial overview briefing from RA or incident briefing from prior IC.

*   Appoint investigations and operations officer (OPS) from most qualified individuals present and allow them to begin their jobs. Activate other elements of the Incident Command System (ICS) as needed.

*   Delegate Sign in procedure to competent individual.

*   Continue with more detailed briefing from RA covering
    press policy
    expectations of IC and RA
    what RA wants done right away and later
    RA analysis of foul play, suicide, violence possibilities
    how state SAR resources operate
    limitations of RA and IC
    use of minors
    establishing communication channels (ie keeping each other informed)
    possible search scenarios based upon similar searches
    family members
    investigation function
    types and numbers of state SAR rescources
    recommendations of what State SAR resources to call
    medical coverage in area
    potential for discovery of crime scene
    procedure if crime scene discovered
    any hazards in area
    security of area and any risk to searchers
    any other special procedures and requirements

*   Brief command staff and section chiefs.

*   Discuss with RA moving base if minimum base requirements are not meet at current location.
        electricity, lights
        work area sheltered from weather, press, family
        telephone (if not brought)
        copier (if not brought)
        radio communications (if not established)
        running water if large or multi-shift search
        sanitation if large or multi-shift search
        staging area if large search
        parking area if large search

*   Determine information needs and inform applicable personnel of needs

*   Delegate task of making and copying subject information sheet. Approve draft before copying and distribution. If possible have RA review and approve draft.

*   Coordinate staff activity

*   Manage incident operations.

* If appropriate, ensure operations developing tasks and dispatching teams within 30 minutes of arrival.

*   Determine OPS needs for any resources.

*   Approve the use of different training levels on the incident.

*   Contact SARDO, brief on situation, update directions, place resource request, inform of resources on location, inform who (by name and position) will be placing resource request in the future (IC, ops, restat, etc.).

*   Contact ASRC DO; brief on situation, update directions, place ASRC resource request, place equipment request, obtain incoming equipment and personnel lists. Inform if any restrictions on minors, training levels, or numbers.

*   Working with RA place any additional local resource requests.

*   Working with other SAR resources on scene place additional resource requests of those groups.

*   Ensure efficient flow of personnel from staging area to field.

*   Identify and meet with liaisons/agency representatives to keep informed and determine their special capabilities and requirements.

*   Keep RA and SCO informed of all resource requests.

*   Constantly be available to General Staff.

*   Work to maintain high morale and confidence.

*   Work to create an environment for staff to work in, get things done.

*   Drive mission, identify problem areas, influence overall direction of mission.

*   Verify everyone on general staff being kept up-to-date.

* Establish parameters for General Staff members to increase staffing levels.

*   Ensure tentative medical/evacuation plan developed in conjunction with local EMS.

After initial tasks:

*   Keep RA, SCO, SARDO informed of all important actions. Keep RA, SCO updated at least every two hours when present or at an agreeded upon schedule.

*   Ensure staffing levels meeting needs of incident.

*   Ensure staff meeting paperwork and documentation requirements.

*   Ensure staff not top heavy, or reduce staff after the initial tasks are dispatched.

*   Evaluate logistical needs, future needs, and ensure they will be met.

*   Determine when the second operational shift will be.

Second operation shift:

*   Determine need for formal Incident Action Plan (IAP) including at least:
         search objectives
         personnel assignments
         medical/evacuation plan
         radio plan
         demobilization plan
         subject information sheet

*   Approve and authorize implementation of IAP.

*   Ensure planning function met.

*   Ensure logistical needs met.

*   Ensure resource orders placed.

*   Ensure family liaisons maintained or expanded.

*   Ensure staff members rested enough to be safe and functional.

*   Ensure flow of incoming personnel to task assignment functioning smoothly.

*   Determine when, where, and with whom to hold staff meeting.

Changing IC

*   IC selects new IC and may select any new IC at anytime from IC qualified personal.

*   If possible IC designee should be present and unassigned for a shift prior to transition.

*   Current IC must brief IC designee.

*   IC should introduce IC designee to RA, SCO, and other important agency representatives.

*   IC should inform RA, SCO, important agency representatives, SARDO, and ASRC DO what time IC designee taking over.

*   An ASRC agency representative must <u>always</u> be present on every search. If the IC must leave before a new IC qualified person arrives, then the IC must appoint (1) an ASRC agency representative and (2) an interim IC for the mission. It is possible for 1 and 2 to be either the same or different people.

*   The exact moment the IC designee becomes the new IC must be clear to both IC's and the general staff. The exact moment of transition should be announced on the communication network and entered into the communication log, operations log, and IC unit log.

End of search procedures:

*   Report finds or suspensions directly to ASRC dispatch and the SARDO.

*   Ensure other SAR resources dispatches informed of find or suspension.

*   Activates and ensure demobilization plans operating smoothly.

*   Arrange, if possible, on site end-of-mission debriefing to all personnel.
         cover find information
         subject condition
         operation overview
         credit all organization
         advise if need of stress debriefing

*   Complete or delegate task of filling in DES incident report.

*   Provide RA, SCO with copy of key paperwork.

*   Determine if any SAR resources still enroute to base.

*   Ensure personnel well rested and fed before releasing.

*   Inform DES and ASRC dispatch when base closed.

*   Ensure copy of paperwork sent to ASRC archives.

Special circumstances:

Arrival to high urgency search with minimal overhead team.

*   Collect initial information from RA.

*   Start sign-in procedures

*   Have RA organize all undeployed resources together and give subject information briefing.

*   Have SAR overhead team member give briefing on SAR procedures (normal FTL briefing).

*   Evaluate search for safety and clue potential.

*   Select "FTL"s from established leadership of available resources.

*   Rapidly develop tasks using slightly larger number of team members than normal. Attempt to assign medical personal to each team.

*   Brief "FTL"s on task and FTL procedures.

* Dispatch teams.

*   Assume OPS function or delegate to SAR trained personnel.

*   Delegate investigation function to law enforcement.

*   Utilize existing communication infrastructure.

Unable to find replacement ASRC IC

*   Determine if on-scene resources or incoming resources lacks an IC qualified person.

*   Inform ASRC DO of IC defiency and request that all ASRC ICs be contacted at least twice and informed of acute need.

*   If deficiency still exists inform SARDO (if search in Virginia) of problem and determine if SAR qualified DES personnel available to respond.

*   If deficiency still exists current IC selects either ASRC IS or non ASRC personnel to fulfill IC function or may suspend search.

Search Suspension Decision Process

* Reasons to suspend include but are not limited to; safety, lack of resources, lack of leaders, scenario suggests subject not in search area, search techniques will not locate subject, strong possibility subject deceased, and search area covered.

* Decision to suspend made during a planning meeting. Those in attendance may include; OPS, PSC, deputies, Responsible agent, SCO, DES personnal, representatives from key agencies, agency representatives from other SAR groups, and others of IC rank.

* Consultation must (unless unable to contact) be made with the SAR Duty officer, if the search is in Virginia and operating under a SAR Mission number.

* The actual decision making process at the planning meeting is dependent upon the IC, those in attendance, and the nature of the search.

* Option of suspending the search, and beggining a second effort when the weekend arrives should be explored among the staff and Responsible agent.

* Techniques of "limited continous searching" should be discussed with the Responsible Agent.

* Atempt to keep ASRC dispatch informed of approaching suspension decisions.

Public Information Officer (PIO)

___The public information Officer (PIO) is responsible for the formulation and release of information about the incident to news media and other appropriate agencies and organizations.

* Activation by IC
   whenever press contacts must be initiated by search effort
   whenever significant press contacts begin interfering with incident
   whenever IC appoints

* Obtain briefing and report to IC.

* Work closely with RA to develop press policies.

* Develop press policy including find procedure for inclusion in IAP.

* Create a single incident information (media) center if possible:
   establish early
   make sure clearly identified
   site removed from incident scene but close enough to command center
   large room for briefings
   good lighting
   telephone access
   work area for reporters
   bulletin board, chalk board, or flip chart
   sufficient electrical supply
   refreshments
   restrooms

* Working with LSC arrange needed supplies.

* Obtain additional briefing from OPS, PSC, documentation, investigations, and restat.

* Determine any constraints on release of information from IC and RA.

* Obtain approval of released information from IC.

* Arrange press conferences at announced times as needed.

* Release news to media and post information in command post and other appropriate locations
   develop list of media contacts (TV, radio, print)
   make initial contact with media if IC requests

* With IC approval arrange meetings between media and incident personnel.

* If approved provide escort services for media into the field and command post.

* Respond to special requests for information.

* Attend staff meetings to stay informed.

*   Monitor news media releases. Videotape, record, or clip papers if possible.

*   Keep IC informed of any adverse reactions.

*   Help prepare IC for any interviews.

*   Investigate any rumors and attempt to obtain facts.

*   Keep searchers informed of developments in search
          post map showing area covered
          post SIS
          post search objectives
          post important information (lodging, food, news clippings, etc)

*   Ensure patient status not given to press before next of kin contacted.

*   Help shelter family from press if they request.

Safety Officer

The safety officer is responsible for monitoring and assessing hazardous and unsafe situations and developing measures for assuring personnel safety. The safety officer will correct unsafe acts or conditions through the regular line of authority, although the officer may exercise emergency authority to stop or prevent unsafe acts when immediate action is required. The safety officer may be sent into the field during rescue operations.

*   Activation:
          large search with sufficient hazards
          during moderate to complex rescues
          whenever sufficient hazards exist
          whenever IC appoints position

*   Obtain briefing, guidelines, and operating procedures from the IC.

*   Advise IC on safety matters.

*   Identify potentially unsafe situations:
          in types of tasks going out
          in air operations
          in equipment being used
          in fatigue levels of personnel
          in stress levels of personnel
          in food and water provided
          in use of inadequately trained or equipped personnel

*   Prepare, distribute, and implement preventative information and procedures.

*   Prepare safety message for IAP
          identifies hazards

lists preventative measures
* Follow-up on recommendations submitted or problems discovered to ensure risk has been
eliminated   or minimized.

* Participate in planning meeting.

* Review and approve medical, rescue, and evacuation plan.

* Participate and provide and field safety control of rescue and evacuations.

* Ensure communications plan provides coverage to all searches.

* Prepares safety briefing to overhead personnel.

* If required prepares accident report to IC
        investigate accident
        assists law enforcement officials
        compiles pertinent facts
        prepares report to IC

Family Liaison Officer

The family liaison officer is responsible for providing a point of contact for all family members for information on the status of the search.

* Activation:
        large numbers of family members
        whenever investigation unable to fulfill function
        whenever family requires special attention
        whenever activated by IC

* Report to and be briefed by IC.

* Obtain periodic search status updates from OPS, investigations.

* Meet with and keep family up-to-date on search activities. Answer or find answer to family
questions and concerns. Provide family input to management staff.

* If requested or deemed appropriate introduce family to IC, investigator, law enforcement personnel,
etc.

* Work closely with investigator during sessions.

* Keep investigations up-to-date on anything learned pertinent to search.

OPERATIONS

Operations Chief (OPS)

Operations is responsible for the management of all operations directly applicable to the primary mission. The operations chief activates and supervises organizational elements as needed or in accordance with the IAP and then directs its execution. OPS also directs the preparation of written operational plans, requests or recommends use of resources, makes expedient changes to the IAP as necessary, and reports to the IC. The operations chief will take over the function of IC and/or title of IC if the Incident Commander cannot be located and an immediate emergency decision must be reached. The Operations Chiefs normal function will be to:

  *   Activation: OPS is activated on all incidents at all times that involve operational units in the field or about to be sent into the field.

Initial operations:

  *   Obtain briefing and report to IC.

  *   Obtain initial search planning data.

  *   Determine resources present and enroute.

  *   Determine immediate needs for operational resources and inform IC of these.

  *   Determine immediate staffing needs and acquire appropriate personnel.

  *   Supervise and manage operational staff.

  *   Begin Operations Unit log for major events
    clues found
    important decisions
    resources requested
    finds

  *   Supervise placement of base radio system.

  *   Supervise selection of tactical radio frequencies.

  *   Determine if the following function require personnel assignments: assistant operations, staging area manager, briefer/debriefer, clue director, base radio operator, communications unit leader, division supervisors, branch supervisors.

  *   Delegate task of making field maps.
    determine appropriate 7.5 minute topographic maps
    place ASRC acetate grid over map oriented to true north.
    write on acetate the map letter, magnetic declination, quad name
    adjust copier contrast to illustrate wooded and nonwooded features
    place acetate filters on map if copier cannot achieve above goal
    mark first copy as MASTER and place in master map file

generally make more copies than anticipated need for next shift
If UTM grid lines on topo, place acetate cross hatches so they align
to make additional copies of the same field map
     copy directly from master map in folder or
     carefully recreate acetate alignment on topo within 50 meters of original.

*   Place topographic maps under acetate sheets. Ideally place on map board with several acetate sheets.

*   Create Task in Progress map.
     place topo map(s) under acetate sheet
     mark Point Last Seen (PLS) or Last Known Point (LKP)
     mark Command Post (CP) location
     mark division staging areas if appropriate
     use appropriate colors and symbols (see appendix)
     in all cases create a figure legend on the bottom of the map on larger searches
     a separate task in progress map may be created for dog teams
     every task placed on map must have its task number to identify the specific team
     the task must be placed on the map once the team has been dispatched
     slash bars or points and ideally time marks may be used to periodically track the teams'
progress when team debriefs or begins a new task the task is removed from the status map

*   Start Task Unit log. Complete search and shift identifying information on the top of the form (see appendix x). Make sure the following information is entered into the log.
     task number- prefix with date, hyphen, then task in numerical sequence
     team identifier- letter or last name. Should follow sequence, same FTL reuses letter
     FTL's name
     Team type- (hasty, sweep, grid, containment, air-scent dog, tacking dog, horse, tracker, etc)
     Number on team
     dispatch time
     brief task description

*   Create or obtain task folders
     Tasks to be done
     Tasks in progress
     Tasks completed

*   Once a task is dispatched the Task Assignment Form (TAF) is placed into the task in Progress folder in the order of task numbers.

Creation of tasks during first shift:

* Tasks may be created at the OPS, deputy OPS, Division, or branch level during the first shift.

* On small searches tasks usually generated by OPS or IC.

* On medium searches tasks usually generated by OPS, deputy operations, or branch supervisor.

* On large searches tasks usually generated by deputy operations, branch supervisors, or division supervisors.

* Review theoretical, statistical, subjective, and deductive search areas.

* Conduct and/or review mattson consensus if applicable.

* Consider types of resources immediately available and incoming.

* Consider safety, weather, terrain, urgency, subject profile, and other pertinent factors.

* Consider resources special capabilities.

* Attempt to create more tasks than needed for first shift.

* Create tasks:

Technique A- master task idea map

* Place all ideas for potential tasks on a separate acetate covered map or field map.

* Tasks may be color coded for task type (see appendix).

* Fill in TAF when task dispatched.

Technique B- double map, TAF pre-assignment

* Technique B may be combined with other techniques as needed.

* Take two field maps and with a hi-lighter indicate the area to be searched on both maps.

* Fill out the assignment section of the TAF. Complete the important phone numbers, communication, and equipment section if known. Indicate numerical range for size of team. Leave the rest of the TAF blank. Do not assign task number at this point.

* Indicate what type of task (hasty, sweep, grid, air-scent dog etc).

* Written description of the task must be detailed enough to determine what the task is if the map is accidently separated from the TAF. It should also indicate objective of task.

* Attach the maps to the TAF and place into the tasks to be done folder. Tasks should be placed into the folder in a priority order. Tasks may be divided into resource types.

Technique C- search segments

* Technique C should be combined with other techniques as needed.

* Divide the search area into search segments on a acetate covered map or field map.

* Do not specify task type or number until team is dispatched.

* Indicate priority order for tasks.

* Assign segments to sweep, grid, dog, and wandering teams.

Technique D- real time creation

* New tasks may need to be created in order to respond to clues, investigation, or other follow-up. These tasks are generally high priority and the task is dispatched almost immediately. Technique B may be used except the entire TAF is completed and the team then dispatched.

Creation of tasks during later shifts:

* Review priority placement of TAFs in Task to be done folder, rearrange if necessary.

* Continue to create new tasks in order to respond to clues, investigation, previous tasks uncompleted or greatly modified in the field, expansion of the search, covering areas again, or other needed follow-up.

* On small searches OPS or IC continues to generate tasks.

* On medium searches tasks generated by tactical plans, OPS, deputy OPS, or branch supervisors.

* On large searches tasks generated by tactical plans, deputy OPS, division supervisor, or branch supervisor.

Initial Hasty deployment of teams:

* This technique is only used when initially arriving to a search where rapid deployment of trained SAR FTLs into the field is required due to the urgency of the situation.

* Place 7.5 minute topographic map under acetate.

* Mark the PLS, LKP, and base location onto the acetate.

* Visualize the theoretical, statistical, subjective and deductive search areas.

* Look for terrain features that might attract a subject.

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*   With acetate marker (see appendix for appropriate color) make 3-7 potential tasks (generally linear or high probability dog grids).

*   Brief FTL.

*   Record all applicable data on Task Assignment Log.

*   Place task number next to task on master map when team dispatched.

*   Dispatch team.

*   After dispatching teams and when time allows, complete TAF. If TAF not complete when task completed, then fill out TAF during debriefing.

Briefing the Field Team Leader:

*   Identify those FTLs currently unassigned. Duty may fall to OPS, staging area manager, or
resources   situation unit (restat).

*   Select FTL to best match expertise required on task.

*   Option of field promoting must be initially approved by IC. The IC is responsible for establishing standards to be used for field promotions.

*   Brief the selected FTL. This function is described under the Briefing/Debriefing Officer. On small searches it is usually carried out by OPS.

*   Assemble team. This function is described under staging area manager. On smaller searches it is often carried out by OPS or the FTL.

Dispatching the Team:

*   Enter task onto the Task Assignment Form.

*   Complete the TAF.
        record the task number
        record the team identifier
        type of team (see appendix x for codes)
        time (24 hour clock)
        dispatcher (person completing the form)
        task map (give letter name)
        division of applicable
        transportation (method and how provided)
        equipment

*   Send the FTL with the TAF to communications, logistics, and/or equipment to complete the
relevant   sections of the TAF.

*   Once the TAF is completed ensure the FTL returns the yellow copy (copy or carbon) with one map
of the task (from technique B).

*   Place TAF into Tasks in Progress folder.

*   Draw task using appropriate color onto the Task in Progress map. Indicate the task number.

*   Create figure legend at bottom of task in progress map.

*   If appropriate remove task from task in planning map (technique A).

End of Shift responsibilities:

*   At the end of the shift or full calendar day the following information must be summarized.

*   Tasks completed folder
        folder labeled with search name, number, calendar or shift day
        all TAFs arranged by task number in numerical order
        notes explaining any missing TAFs or missing numbers.
        task assignment log placed on top of folder
        hard copy (on paper) of task completed map with appropriate color codes and symbols.
        each task on the task completed map identified by task number
        on prolonged searches an additional copy may be done on acetate

*   Review uncompleted tasks or portions of tasks.

*   Ensure clue log and clue map up-to-date.

*   Ensure hazards map up-to-date.

*   Brief new staff if request by new OPS chief.

*   Complete appropriate sections of shift report if search in Virginia.

*   Provide summary data to IC, PIO, Family liaison.

Brief new Operations Chief:

*   Teams currently in the field.

*   Available resources (numbers and type).

*   Resources enroute.

*   Resources leaving.

*   Conditions of resources.

*   Subject information Sheet.

*   Important Hazards.

*   Important clues, how they were followed up, and results.

*   Tasks that need to be followed up on.

*   Unique arrangements, procedures, etc.

*   Task flow procedure.

*   Location of all documentation.

*   Communication capabilities.

*   Staffing levels.

*   Accuracy of maps.

*   Terrain.

*   Weather conditions over the course of the mission.

Find responsibilities:

*   Communications immediately notifies supervisor, OPS, and IC.

*   IC notifies RA, SCO of possible find.

*   IC may notify ASRC DO and SARDO of possible find and what actions should be taken at this
time.

*   Communications ensures clear priority link with find team.

*   If find over telephone, verify through RA.

*   OPS activates:
            medical plan
            evacuation plan
            press plan
            family plan

* OPS decides based upon preliminary information for other teams to:

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remain on task
hold position
return to base
redeployment

* Once subject status reasonably assured by IC, OPS redeploys teams or starts field withdrawal.

* OPS supervises implementation of medical plan and evacuation plan.

* OPS carries out demobilization plan.

* PSC activates demobilization unit leader if required.

* Communication contacts all teams and verifies instructions.

* IC contacts ASRC Dispatch and SARDO and informs of status.

Major Accident Plan:

* Communication immediately notifies supervisor, OPS, safety, and IC of accident.

* IC notifies RA and SCO.

* OPS activates medical plan and evacuation plan.

* Rescue of known casualty takes priority over an unlocated subject.

* Allocation of resources if multiple known causality (multi-causality) will be made by medical
officer using standard wilderness/rural triage principles.

* Resources not required for rescue/evacuation continue search tasks.

* IC notifies SARDO, PIO.

* Do not release patient's name to press and avoid use of name of radio until next of kin notified.

* IC ensures full investigation of accident conducted.

* IC contacts ASRC dispatch or appropriate group dispatch directly.

* IC or designee contacts emergency contact if necessary.

* If ASRC member injured IC ensures ASRC member accompanies member to hospital.

Briefer/Debriefer (b/d):

The briefing/debriefing manager is responsible for obtaining the TAF and providing the FTL with a complete picture of what is expected of the task 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.

Activation: Whenever OPS, division, or Branch supervisor requires assistance dispatching teams.

Briefing:

* May be OPS, deputy ops, operations staff, branch director, division supervisor, or division staff depending upon the size of the search.

    *   Obtain briefing information from supervisor.

    *   Obtain Task from supervisor, tactical plans, or tasks to be done folder. Determine purpose of each task.

    *   Ensure task number, task identified assigned. Refer to task assignment log if unassigned. Attach appropriate prefix if working in division or branch.

    *   Ensure team has subject information sheet.

    * Ensure team has appropriate field map(s).

    *   Brief the team on the following.
                 task description, rationale for task, how it fits into general plan.
                 allow team to view colored map
                 possible terrain and foliage
                 required number, equipment, and training of personnel
                 target thoroughness of task
                 state other teams in or around sector
                 state if other teams or activity occurred in sector previously
                 state safety hazards, both general and unique to task
                 give finding subject procedure
                 give medical procedure
                 review radio procedures if required
                 ensure equipment and radios properly checked out
                 review subject information sheet, give applicable information not released to public.
                 give transportation plans

    *   Collect yellow copy of TAF with copy of task map.

    *   Staple material together and place in Task in progress folder or pass on to supervisor.

    *   Ensure task placed on Task in Progress Map with task number indicated.

Debriefing:

    *   Debriefer ideally should be the same person who gave the briefing to the FTL.

    *   Collect TAF, map, unit log, and any clues from FTL.

    *   Record area actually covered and how, on the field map.

* Record safety hazards and map changes located. Add these to master map, or safety hazards map.

* Record clues found, coordinates, how marked, whether radioed in, and actions taken.

* Ensure clues are entered onto clue log and clue map.

* Confer with OPS or clue director to determine if action taken on clues.

* Record areas that need to be checked again. Pass recommendation to supervisor on need for immediate action.

* Determine terrain encountered.

* Determine morale of team in field.

* Determine food and water needs of team.

* Determine readiness of team for next task.

* Determine spread between searchers.

* Determine thoroughness of task (POD) for clues and subject. Break search sector into smaller segments if needed for sector searches.

* Determine if FTL has any comments or suggestions for staff.

* Ensure issued equipment returned and checked in.

* Remind FTL of safety procedures (getting sleep, checking for ticks, fluids, etc).

* Thank the FTL.

* Collect and staple all paperwork together.

* Place completed paperwork in task completed folder.

* Ensure task removed from Task in Progress map.

* Ensure task placed on Task completed map. Use appropriate color and coding symbols. Identify task with task number.

* Ensure task completion entered on Task Assignment Log.

* Keep OPS periodically updated on status of teams in field.

* Inform OPS, staging area manager, or restat on the availability of FTL and team.

Branch Directors:

Branch directors are responsible for the management of operations, assignment of resources, progress and status of resources appropriate to the branch. Typical ground SAR branches include; Air operations, dog branch, tracking branch, ground operations, containment branch, and clue branch.

* Activation:
    OPS span of control exceeded
    special resources require experienced supervisor
    activation by ops

* Obtain briefing from OPS.

* Report to OPS.

* Attend planning meeting at the request of OPS.

* All branches coordinated by OPS for
    assignment of task number and team identifier
    entry into task log
    entry into task in progress map

* Responsible for managing branch staff.

* Resolve logistical problems reported by subordinates.

* Specialized resources usually assigned to branch director.

* Branch director may keep; branch task in progress map, task in progress folder, and unit log.

* Responsible for evaluating tasks, modifying priorities, and dispatching tasks generated or provided by OPS, tactical plans.

* Assist OPS and communications in making Branch communication plan.

* Branch director or designee briefs teams.

* Incoming clues reported to OPS or clue branch for plotting on master clue map and clue log.

* Reported hazards reported to OPS for documentation on master hazard map.

* Air-scent dog team branch must closely coordinate all tasks with other branches.

* Remove task from branch task in progress map when completed.

* Place actual task completed on either a master task completed map (smaller searches) or on a branch task completed map. Use appropriate colors, symbols, and indicate task number.

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* Place completed TAF and documentation into task completed folder.

* Evaluate and follow-up on uncompleted portions of task.

Dog Branch Director:

The dog branch director, when activated, is responsible for the management of dog operations, assignment of dog resources, tracking the progress and status of dog resources, and coordinating assignments with the ground operations branch.

* Activation:
  activated by OPS
  moderate searches with five or more dog teams.
  when special coordination of dog teams required.

* Recieve briefing from OPS

* Review previous tasks and alerts.

* Attend planning meeting at the request of OPS.

* Report to OPS when IAP is to be modified, additional resources are needed, surplus resources are avilable, significant clues are found, or resource assignments need to be modified.

* Evaluate and respond to dog alerts and clues. Report all possible alerts to clue director.

* Maintain dog task in progress and dog tasks completed maps.

* Brief and debrief all dog tasks.

* Closely coordinate all tasks with ground OPS branch.

* Coordinate with OPS for assignment of task number, team identifier, and entry into task logs.

* Remove task from branch task in progress map when completed.

* Place actual task completed on either a master task completed map (smaller searches) or on a branch task completed map. Use appropriate colors, symbols, and indicate task number.

* Place completed TAF and documentation into task completed folder.

* Evaluate and follow-up on uncompleted portions of task.

Clue Branch Director

The clue director, when activated, is responsible for directing a real time response to all reported clues. The clue director will document clues, evaluate clues, determine the appropriate response, and act on it.

* Activation:
  function occurs on all searches once clues reported
  on small searches often combined with b/d
  activated by OPS

* Review previous clues from investigation, clue log, and clue map.

* Attend planning meeting at the request of OPS.

* Review Division/group/strike team personnel and incident assignments relating to clue response units (ICS Form 204). Modify lists based on effectiveness of current operations.

* Report to OPS when: Incident Action Plan is to be modified, additional resources are needed, surplus resources are available, significant clues are found, task or resource assignments need to be modified due to clues.

* Coordinate clue collection among communications (radio and telephone), debriefing, and investigations.

* Evaluate all clues reported during operational shift and provide appropriate response.

* Review communications log (radio and telephone) every 2-3 hours to determine if any missed clues.

* If not debriefing teams review completed TAFs every 2-3 hours to determine if any missed clues.

* Supervise resources directly responsible for responding to clues.
  investigators
  trackers
  tracking dogs
  searches/air-scent dogs
  forensic units

* Maintain operational shift clue map
  indicate location of clue with appropriate color
  number clue on map to coincide with clue tracking form
  if dog alert indicate wind direction and strength

* Maintain clue tracking form (see appendix).

* Maintain unit log (ICS form 214)

Air Operations Branch Director

Division Supervisors

The division supervisor is responsible for the management of operations appropriate to the division assignment of resources within the division, and reporting on the progress and status of operations.

* Activation:
    OPS span of control exceeded
    geographic division required
    activated by OPS

* Obtain briefing from OPS.

* Reports to OPS.

* Implement assigned portions of IAP.

* Review assignments and requests or releases resources with OPS approval.

* Determine management staffing needs (deputy, briefing/debriefing, communications, logistics, etc.).

* Maintain unit log.

* Report to operations when; plan must be modified, additional resources required, extra resources unused, hazardous situations, significant events, and important clues.

* Generate tasks as needed.

* Check priority of provided tasks.

* Maintain division task assignment log. Precede all task numbers by letter of division identifier.

* Coordinate assignment of team identifier with OPS and communications to avoid overlap.

* Maintain all division documentation including task logs, task in progress map, clue map, clue log, safety hazards map, communication log, task completed map, task completed folder.

* Brief and debrief teams or delegate function.

* Evaluate and respond to clues and uncompleted tasks.

* Resolve logistical problems reported by subordinates.

Staging Area Manager:

The staging area manager is responsible for managing all activities within a staging area including personnel classification, tracking, and logistics.

* Activation:
    large searches
    moderate searches whenever OPS unable to form teams or track resources
    activated by OPS

* Reports to OPS.

* Receives Briefing from OPS.

* Works closely with logistics.

* Establish check-in function on sign-in sheets or computer for:
    general volunteers
    SAR team resources
    vehicle registrar

* Orient new arrivals to procedures.

* Respond to requests from OPS, branches, or divisions for resource assignments.

* Inform OPS when resources under utilized.

* Carefully track available IC, IS, and FTLs.

* Work closely with restat or assume duties.

* Determine projected availabilities of SAR resources using sign-in sheet, availabilities form, computer data base, information from ASRC dispatch.

* Assist planning in completing ICS form 203.

* Establish staging area layout. Determine any needs for equipment, food, shelter, sanitation, parking, security, etc.

* Maintain staging area in orderly condition.

Field Team Leader

The Field Team Leader (FTL) is responsible for performing and supervising tactical assignments (tasks) given by OPS, divisions, or branches.

* Activation: whenever resources must be sent into the field.

* Obtain task briefing from b/d.

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*   Check out required equipment and radios.

*   Obtain personnel:
                from OPS
                from staging area manager
                obtain yourself from staging area

*   Return completed copy of TAF or unit log to b/d.

*   Brief team at base on the following:
                give name and organization
                give brief description of task
                tell estimated time to task completion
                tell potential hazards and predicted weather for task
                check team members' required equipment
                check for adequate food and water
                determine relevant medical problems of members
                determine if family members/relatives/friend of subject on team
                give transportation details

*   Brief team in the field on the following:
                give name and brief introduction
                have team members give name if applicable
                describe reason and importance of looking for clues
                describe methods of looking for clues
                give subject description information
                give brief overview of entire search effort
                describe safety hazards and preventative procedures
                describe rest break schedule
                describe assigned task
                describe rationale for task
                describe search mechanics of task
                describe procedures if clue found
                describe procedures if subject found
                describe procedures if team member becomes lost
                describe press procedures
                brief radio operator on established procedures

*   While searching:
                carry-out assigned task
                monitor all team members for potential safety problems
                provide regular rest breaks
                ensure food and water consumed
                monitor team morale
                constantly track location
                report position coordinated to communications at regular intervals
                place appropriate flagging
                mark any clues found
                report significant clues or events to communications

*   At completion of task debrief the team on the following:
       determine area actually covered
       determine thoroughness of area covered (POD).
       review clues found
       review safety hazards located
       review changes in map observed
       encourage team to eat and drink
       encourage team to check for ticks if appropriate
       determine when team or if team ready for next task

*   Report to b/d manager.

*   Return issued equipment.

*   Turn in TAF/Unit log/map/clues/ and other documentation.

*   State when ready to return to field.

PLANNING SECTION

Planning Section Chief (PSC)

The planning section chief is responsible for the evaluation and use of information about the development of the incident and future contingencies. Information is needed to (1) predict probable course of incident events, and (2) prepare alternative strategies and control operations for the incident. Planning focus is on meeting the needs of the next shift.

*   Activation
    second shift
    need to create written IAP
    need to update plans
    large search or one rapidly escalating
    need to prepare tasks a shift ahead
    activated by IC

*   Obtain briefing from IC
    searching data
    planning data
    political data
    need for written IAP
    primary goals and objectives

*   Reports to IC

*   Activate planning section units as needed
    investigations
    technical specialists (weather)
    demobilization
    documentation
    restat
    tactical planning

*   Supervise planning section staff

*   Work closely with all command staff and general staff when preparing IAP.
    IC- control objectives
    OPS- need for divisions, branches. Geographic or function boundaries, types of
resources,needed, evacuation, rescue plan
    LOG- operational facilities, food, support functions, communications plan, traffic plan.
    PIO- press plan
    Safety- medical plan

*   Prepare copies of IAP and determine distribution needs.

*   Prepare information of alternatives strategies.

*   Identify need for use of specialized resources such as FLIR, night vision, boats, air support.

*   Plan for worst case scenarios.

*   Ensure shift summary maps completed, sign in sheets completed, staging area manager (or restat) compiling on scene resources and projected resource lists, clue map completed, subject information sheet updated, investigation reports, and any other planning data and logs completed.

*   Prepare recommendation for IC to escalate or systematical shut down search.

*   Brief new planning section chief.

Investigation Unit Leader

The investigation unit leader is responsible for ongoing investigation of the lost subject and all circumstances of the disappearance.

*   Activation: all searches

*   Meet with previous investigator or responsible agent to determine what investigation has been completed and by who;
                who have they interviewed
                what have they determined
                what are the possible scenarios
                what have they done
                when where the interviews done
                what documentation have they collected
                what are they planning to do
                have they
                        issued an APB
                        checked subjects bank account, credit cards
                        checked hospitals, doctor offices, clinics, morgue
                        entered subject into NCIS
                check bastard scenario
                        residence throughly searched
                        airports
                        bus depot
                        hotels/motels
                        other relatives, friends, lovers
                        bars and other hangouts
                Determine how to best work together and how you can help

*   Review or complete Lost Person Questionnaire (LPQ).

*   Review or complete Subject Information Sheet.

*   Obtain photograph and/or video of subject.

*   Review clue map and log and consult with clue director on a regular basis.

*   Review communications log every 2-3 hours to determine if any missed clues or investigative leads.

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* Meet with OPS, planning chief, IC, determine any investigative needs.

* Meet with RA investigator on a regular basis to exchange notes, information, and ideas.

* Report significant leads to IC, OPS, PSC, and clue director.

* Conduct on-going investigation.

* Meet with family members and other sources of information as needed.

* Maintain unit log.

* On multi-shift searches summarize each shifts investigations including additional informational needs.

* Report at planning meeting results of clue follow-ups.

Demobilization unit leader

The demobilization unit leader is responsible for the preparation of the demobilization plan, and assisting groups in ensuring that an orderly, safe, and efficient movement of personnel and equipment is accomplished from the incident.

* Activation:
     creating initial demobilization plan for written IAP
     reviewing and updating demobilization plan
     once find, suspension, or gradual demobilization occurs
     activated by PSC

* Obtain briefing from PSC.

* Determine number and type of resources present from sign in sheets, staging area manager, and/or restat.

* Obtain ICs objectives concerning demobilization.

* Meet with agency representatives to determine:
     agencies not requiring formal demobilization
     personnel rest and safety needs
     coordination procedures with cooperating agencies

* Evaluate logistics to support demobilization effort.

* Prepare demobilization plan including
     general discussion of procedure and options
     responsibilities delegated to group or named individuals
     release priorities
     assisting with on-scene debriefing
     logistical release (food, cleaning, removing radio net, etc)

release procedure (sign out, safety check, etc)
prepare list of any special equipment that must be returned to non-SAR resources
list of reports that must be prepared
shutting down base procedures
clean-up procedures
estimate time required to shut down base (for arranging food, shelter)
obtain approval of plan with PSC

* Be prepared to implement plan.

Documentation Unit Leader

The documentation leader is responsible for: 1) maintaining accurate and complete incident files; 2) providing duplication services; and 3) packing and storing incident files for legal, analytical, and historical purposes.

* Activation
    After 24 hours or more as needed
    after first complete shift on a large search
    often fulfills other functions simultaneously
    activated by PSC

* Obtain briefing from PSC.

* Obtain work area.

* Establish and organize incident files
    for each operational shift create folder
    label folder with date, search name, search number
    place completed TAF and map in folder ordered by task number
    at front of folder place task log or copy of it
    attach to cover of folder task completed summary map if small search
    prepare acetate overly task completed summary map.
    prepare copies for RA and SCO

* Ensure master map folder being kept.

* With assistance from OPS/PSC/IC prepare mission daily report form.

* Provide duplication service and respond to requests.

* Provide duplication of forms when requested.

* Keep all paperwork in order for after incident reports.

Resource Unit Leader (Restat)

The Resources unit leader, when activated, is responsible for 1) sign-in, preparation and processing of on-scene resources, incoming resources, departing resources; 2) preparation and maintenance of displays, charts, and list which reflect current status and location of resources.

* Activation
on smaller searches function filled by OPS or staging area manager
activate on large search when large numbers of incoming resources must be precisely tracked
activate when on scene resources must be tracked more accurately then staging area manager

required to.

activated by PSC.

* Report to and obtain briefing and instruction from PSC.

* Review previous procedures with OPS and staging area manger, as needed.

* Review current sign-in procedure and location, correct problems.

* Maintain a current list of all on-scene SAR resources which indicates in field, ready to be deployed, or need rest. Resources must be categorized by resource type (see appendix). Also track expected departure time. Maintain list on acetate or computer.

* Maintain separate current list of incoming SAR resources. List resource type and list DHs, track-
ers, ICs, and IS by name. Indicate expected time of arrival and expected time on scene.

* Working with liaison officer or agency representative determine estimate of non sar resources.

* If directed by PSC combine both list to provide expected resources for next shift.

* Participate in planning section meeting as required by PSC.

* Assist PSC prepare organizational Assignment list (ICS 203).

* Assist PSC prepare appropriate parts of division assignment lists (ICS 204) if required.

Tactical planning

The tactical planning unit leader is responsible for translating strategic planning to potential tactical tasks to be used in the next shift.

* Activation
generally second or latter shift
need to prepare TAFs an entire shift ahead of schedule
activation by PSC

* Report to PSC.

* Obtain briefing from
investigations- planning data, SIS, required investigative tasks
restat- planned resources (may obtain from staging area manager or OPS)
documentation- review of shift summary maps
clue director- clues and actions taken, tasks needed.
OPS- uncompleted, partially completed tasks, area that need to be checked or rechecked

*   Determine overall search objectives and priorities for next shift from IC, OPS, PSC.

*   Generate task
          see technique b (creation of tasks under operations)
          leave task number and identifier section blank
          place TAF in folder in priority order
          separate tasks for different types of resources into separate folders

Planning process

*   IC determines if a written IAP is required

*   IC determines if PSC required

*   IC determines what and when shifts started

*   PSC responsible for implementing planning process.

*   PSC briefs planning staff on the following
          mission limitations from RA, SCO, DES
          mission limitations due to safety, weather terrain
          investigative summary
          situation summary
          resource summary

*   Utilizing information from OPS determine need and types of divisions and branches required.

*   OPS determines tactics required for each division and/or branch.

*   Determine staffing and facilities requirements in conjunction with OPS and LSC.

*   Determine if additional resources are required to implement plan.

*   After IC approves additional resources, place resource order with appropriate dispatcher.

*   Determine if resource order can be filled.

*   Complete IAP components as required by PSC

          mission objectives ICS 202 PSC, safety
          organizational list ICS 203 PSC, restat, staging area manager
          division assignment list ICS 204 OPS, restat
          communications plan ICS 205 OPS, communication unit
          medical plan   ICS 206 safety officer, plans
          evacuation plan   safety officer, OPS
          demobilization plan   demobilization unit leader
          media/family plan   PIO, plans, family liaison
          updated SIS   investigation
          incident map   OPS, documentation, LSC
          traffic plan   LSC

tactical planning TAFs   tactical planning (generally not copied)

*   Finalize, approve, and implement IAP

LOGISTICS

Logistics Section Chief (LSC):

The LSC is responsible for providing and obtaining facilities, services, and material in support of the incident. The LSC helps develop appropriate sections of the IAP and supervises personnel within the logistics section.

* Activation
    activated by IC
    incident has potential of going beyond one shift

* Obtain briefing from and report to IC
    subject information
    current resources present
    number of people
    types of resources
    location of base, staging area, other facilities
    other facilities nearby
    current logistical problems
    number and type of vechiles present and needed
    special equipment present and needed
    IC needs and desires

* Activate needed units of logistics
    service branch director
    support branch director
    communications unit leader
    medical unit leader
    food unit leader
    equipment unit leader
    facilities unit leader
    ground support unit leader

* Establish work location and prelimanary tasks for section personnal.

* Identify service and support requirements for planned and expected operations.

* Review IC requirements for next shift.

* Recieve briefing from OPS
    determine whae equipment, resources present
    determine immediate and projected needs
    determine what facilities are/will be required
    determine resources enroute
    determine what planned for next 24 hours

* Recieve briefing from plans
    determine what resorces present
    determine immediate and projected needs

determine what facilities are/will be required
determine what resources enroute
determine plans for next 24 hours

* Recieve briefing from Agency Representatives concerning projections of personnal and equipment is not provided by OPS and PSC.

* Develop a needs list.

* Prioritize the needs list.

* Have IC review priority list.

* Participate in preparation of IAP.

* Provide input to section leaders and review commo plan, medical support plan, and traffic plan.

* Coordinate and process requests for additional logistical support.
document all requests
determine priority of request
determine quickest and most cost effective method of obtaining request
fulfill request
document name, address, special requirements of supplier
furnish item to requesting section

* Review IAP and estimate section needs for next operational period.

-determine if divisions will be created
communications
transportation
food, water
sanitation
staging area
division headquarters facilities

-search area
expansion
areas of concentrated resources
special equipment requirements
transportation
communications

-expected personnel
increase/decrease
levels of training and type
time expected on scene
meal requirements
housing requirements
sanitation requirements
special equipment requirements
transportation requirements

*   Ensure Incident Communications plan is prepared by communication unit leader.

*   Advise on current service and support capabilities.
>
> attend planning meetings
>
> advise IC of any potential shortage that could affect operations
>
> brief staff of the following aspects
>> food plans
>>
>> transportation plan
>>
>> facilities plans
>>
>> communications plan
>>
>> traffic plans
>>
>> equipment plan
>>
>> medical plan
>>
>> procurement procedures
>>
>> lodging plans
>>
>> supply needs

*   Estimate future service and support capabilities.
>
> obtain estimate from IC, PSC, OPS on future numbers of personnel, time on scene.
>
> determine any special requirements or limitations of AA or SCO.
>
> discuss discrepancies in any estimates with IC
>
> determine need to ncrease or decrease
>> meals, lodging berths
>>
>> transportation
>>
>> radios
>>
>> other communications requirements
>>
>> use of facilities
>>
>> use of specialized equipment
>>
>> other

*   Recieve Demobilization plan from Planning section.
>
> review plan to determine logistical role and needs
>
> determine personnel requirements when plan implemented
>
> maintain a current list of all people, organizations with listed contact person and number to inform when find or suspention occurs.
>
> determine plan to stop or reduece incoming low of materials, supplies, people when demob begins.

*   Ensure general welfare and safety of Logistics section personnal.

*   Maintain the following documentation.
>
> unit log
>
> agency, personnel list of anyone bring equipment to incident

Service Branch Director

The service brand director, when activated, 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.

VIRGINIA SEARCH AND RESCUE COUNCIL
STANDARD OPERATING PROCEDURES
ADOPTED: 21JUL90

1.0   PURPOSE

These Standard Operating Procedures (SOPs) are designed to maximize the effectiveness and efficiency of the Virginia SAR Council (Council) Agencies when they participate in SAR incidents in the Commonwealth of Virginia. These SOPs will help minimize the risk to SAR personnel while optimizing the cost- effective care given to the subjects of SAR incidents.

2.0   APPLICATION

These SOPs address alerting, dispatching and responding of Field Operation Resources (FORs) to emergency SAR incidents along with the operational procedures used prior to, during and after an incident. Figure 1 shows the functional flow chart for FOR usage.

3.0   SITUATIONS

3.1   Primary Functions

The Council recognizes three types of emergency SAR incidents where Council Agencies often provide primary, expert capabilities (via FORs) to help resolve emergency incidents. These are:

>Land SAR incidents,
>Cave SAR incidents,
>Missing Aircraft SAR incidents, and
>Water SAR incidents

3.2   Secondary Functions

The Council recognizes that its member agencies also provide support services for other types of emergency incidents, including Disaster incidents.

4.0   RESPONSIBILITY FOR ACTIVATION

4.1   Department of Emergency Services

The Virginia Department of Emergency Services (VADES) Search and Rescue Duty Officer (SARDO) may request and activate Council FORs for incidents in accordance with VADES's and each agency's operational requirements, and in accordance with existing statutes, agreements and policies.

4.2   Local Jurisdiction Requests

Council FORs may respond to direct requests for assistance from a local Responsible Agent (RA). The RA is defined as an authorized official from the appropriate state or local jurisdiction. If possible, requests from a local RA should be routed through the SARDO in order to (1) provide the SARDO information concerning the nature of the incident, (2) allow the FORs to respond as State Resources, and (3) allow the SARDO to track the status of the SAR resources presently available in the Commonwealth. If the request os not routed through the SARDO and the Council Agency does not respond to the RA's request, then the Council Agency should inform the SARDO about the incident.

4.3   Responding Without Direct Requests

Council FORs will not participate in any incidents without a request from an RA. Council Agencies that know of an incident may offer their services by contacting the RA either directly or through the SARDO, but responses are not allowed unless the RA approves.

5.0   INITIAL INCIDENT AID REQUEST

5.1   RA Request

When an RA initially requests aid, the following data should be collected and evaluated:
(1)   The incident description and urgency (low, medium, high)
(2)   The RA's specific needs
(3)   Specific directions to the incident
(4)   The RA's name and title
(5)   A contact number for future communications

5.2   Initial Council Agency Response

The first responding agency, in conjunction with the SARDO, will appoint an Incident Commander (IC) to coordinate the activities of all initial responding FORs with the RA.

5.3   Initial Response Arrival

The first qualified FOR that arrives on the scene should evaluate the situation and contact the SARDO with it findings. The data will include any necessary updates to incident urgency, travel directions, contact points and resource needs. These findings must also be passed to the IC when the IC first arrives at the scene. The IC may update the SARDO as needed.

6.0   MUTUAL AID

6.1   General Mutual Aid

A Council IC may request other Council FORs in an incident. This request may be a general or specific request for FORs. Requests should be routed through the SARDO from the IC or his designee.

6.1.1 Requesting ICs and their agencies will assume no financial or legal liability for the responding FORs.

6.1.2 Requesting ICs are responsible for arranging staging areas and briefings for the responding FORs.

6.2   Shenandoah National Park

The SNP will notify the VADES Emergency Operations Center (EOC) of any incident when it is requesting other Council FORs. Council Agencies may request SNP FORs to respond outside the SNP. The SNP will inform the EOC whenever any of its personnel can respond to an incident in the Commonwealth that lies outside the National Park lands.

6.3 The SARDO

The SARDO will help coordinate the mutual aid requests by locating the necessary additional FORs while considering the incident's urgency, the Commonwealth's other SAR needs, the uncommitted FOR's statuses, the FOR's transportation difficulties and other pertinent factors.

7.0 INCIDENT OPERATIONS

7.1 Incident Management

Incident Management is necessary to efficiently and effectively resolve SAR incidents. This management function requires a proper chain of command and clearly defined management procedures. Any management system used may include the functions of Command, Operations, Planning, Logistics and Finance.

7.2 Chain Of Command

7.2.1 Each agency that responds FORs to an incident must appoint an on- scene Agency Representative (AR) t act as the liaison between the agency and the Incident Management. This function must be maintained throughout the duration of the agency's participation at the incident.

7.2.2 A Council IC shall be appointed to (1) act as the liaison for all SAR Council FORs involved in an incident and (2) coordinate all Council FORs and other pertinent resources.

7.2.3 The Council IC is initially appointed by the first responding Council Agency in conjunction with the SARDO. The IC is responsible for passing the IC function off to another qualified Council member as necessary. Whenever a new IC is appointed, the old IC is responsible for informing the SARDO of the change in command.

7.3 SOP Suspension

An IC may suspend the use of any part of the SOP (including the use of ICS) provided the IC determines that the incident requires special procedures.

7.4 The Individual Responder's Requirements

Any responding Council Agency member is responsible for: (1) arriving properly prepared for the terrain and weather and (2) being self-sufficient for 24 hours in the field. The individual member must obey all directives of the Council IC that are concerned with safety issues.

7.4.1 Air Transportation

In some incidents, FORs may be flown to the scene via VADES coordinated air transportation. Any requests for VADES coordinated air transportation must be made to the SARDO via the IC. Such requests are mainly evaluated on the basis of the incident urgency. Any FORs transported by VADES coordinated air assets are expected to remain on scene for at least 48 hours. Furthermore, such FORs are not guaranteed return transportation.

7.5   Safety

7.5.1 When working near roads, especially near high-speed thoroughfares, SAR personnel
           should wear high visibility clothing. At night, someone should be positioned by
           the road to flag down traffic. When possible, law enforcement officials should
           control traffic.

7.5.2 At all incidents, the Council IC must assess the risks before deploying any FORs. These
           risks include, but are not limited to, the terrain, the weather, the mental and
           physical condition of the SAR personnel, and mental condition of the subject.

7.5.3 Whenever a reasonable chance exists that the subject may place the SAR personnel at a
           significant risk, the Council IC should obtain the advice of the RA, the SARDO
           and the State Coordinating Officer (SCO) (as appropriate), and determine
           reasonable safety procedures.

7.6   In incidents where any Council FORs respond as State Resources, VADES will
           have an SCO assigned to the incident. Each Agency's AR should report to the
           SCO when the agency's first FOR(s) arrive at the scene. The IC should periodi-
           cally coordinate with the SCO. If the SCO is needed but is not present, contact
           the SARDO for the necessary aid.

7.7   Multiple Incidents

If multiple separate incidents occur but not enough resources are available, the SARDO and
the separate ICs will determine the best allocation of resources and determine if other
resources are needed.

7.8   Documentation

Standard SAR Council forms, ICS forms, maps, CAP forms and unit forms should be used to
document all actions taken and information received. A complete incident log should be
maintained by the Incident Staff.

7.9   Resources

In any extended incident, the IC will establish a resource relief plan.

7.10   Reporting

The IC will report the incident status to the SARDO at least once per shift.

7.11   Dispatching

FORs in transit to incidents in progress are urged to call in to the EOC or incident base for
periodic incident status updates. Agency dispatchers should inform the on-scene incident staff
whenever their personnel are leaving for the incident and whenever their personnel have
returned to base.

7.12   Land SAR Incidents

7.12.1   The Council shall use ICS as the standard management system when conducting Land SAR field operations.

7.12.1.1   Standard Frequencies

The following are the standard Council operational radio frequency designations: (1) 155.160
MHz
(2)   155.205 MHz
(3)   155.280 MHz
(4)   155.340 Mhz
(5)   155.400 MHz

7.12.1.2   Codes

No operational codes will be used except: (1) map coordinates, (2) patient status codes and (3) secure net requests. Patient care should never be restricted in order to maintain operational code protocols. The status codes are: (1) Status 1 The subject is alive and will be able to walk out on his/her own.
(2) Status 2   The subject is alive and will require aid in extrication.
(3) Status 3   The subject is dead
The secure net request is: SECURE THE NET
The person is about to transmit sensitive information and requests that other system users take care in releasing sensitive information and should protect the channel.
This is useful when transmitting status 2 or 3 data in order to protect the subject, family or scene.

7.13   Cave Incidents

7.13.1   The Council FORs shall use ICS as the standard management system when conducting Cave SAR field operations.

7.13.2   Cave SAR incidents are normally coordinated with the NCRC.

7.14   Missing Aircraft Incidents

7.14.1   Missing Aircraft or Emergency Locator Transmitter (ELT) incidents are normally coordinated with the Virginia Wing of the Civil Air Patrol (CAP).

7.14.2   When the CAP is conducting Air Operations, all non-CAP aircraft should be coordinated through the CAP Mission Coordinator.

7.14.3   If non-CAP aircraft are not coordinated through the CAP Mission Coordinator, CAP aircraft may be withdrawn from the incident.

7.15   Water SAR Incidents

7.15.1   Any incident in navigable waters is the jurisdiction of the United States Coast Guard (USCG).

7.16   Other Types Of Incidents

7.16.1   When possible, the Council shall use ICS as the standard management system when participating in other emergency incidents.

7.16.2   For disasters, see Title 44 of the Code of Virginia.

8.0   INCIDENT RESOLUTION

8.1   Incident Closing

8.1.1 Successful Incidents

The patient(s) status and the time of the incident closing will be communicated to the SARDO within a reasonable time after closing the incident.

8.1.2 Unsuccessful Incidents

Suspension without a find will be made after consultation between the IC, the SCO, the SARDO and the RA. The IC will advise the RA of other appropriate techniques (i.e. passive search techniques) useful for continued efforts.

8.2   Demobilization

The IC will call the EOC when all teams have left the site. Agency dispatch officers will call the EOC when all of their FORs have safely returned to home quarters. The Council IC must account for all on-scene personnel that the IC directed.

8.3   Documentation

The IC will submit a standard incident report to the Department of Emergency Services no later than seven (7) days after suspending an incident.

9.0   SOP REVIEW

These SOPs should be reviewed periodically and updated as needed.

10.0   GLOSSARY

The following terms were used in this document:

AR	Agency Representative - The leader and liaison of all FORs from a single SAR Council Agency.
CAP	Civil Air Patrol
EOC	Emergency Operations Center - The VADES communications and coordination center located in Richmond, VA.
FOR	Field Operational Resource - Those resources that each agency sends to an incident that are primarily intended to operate in the field. This excludes the SCO.
ICS	Incident Command System - A management system used for emergency incidents that includes the functions of: command, operations, planning, logistics and finance.
IC	Incident Commander - The individual who is in charge of all Council agency field operational resources on the scene.
RA	Responsible Agent - The legal authority who is responsible for the SAR incident.
SAR	Search and Rescue
SARDO	Search and Rescue Duty Officer - The VADES SAR Duty Officer.

SCO   State Coordinating Officer - The person who represents VADES at the incident scene, usually a First Sergeant from the Virginia State Police. the SCO's function is to help coordinate state and local resources and to serve as the liaison between the state and local governments.

SNP   Shenandoah National Park

SOP   Standard Operating Procedure - Standards used by SAR Council agencies when conducting field operations in the Commonwealth of Virginia.

USCG   United States Coast Guard

VADES   Virginia Department of Emergency Services - The State agency working for the Governor charged with coordinating emergency operations in the Commonwealth of Virginia.

VIRGINIA SAR COUNCIL
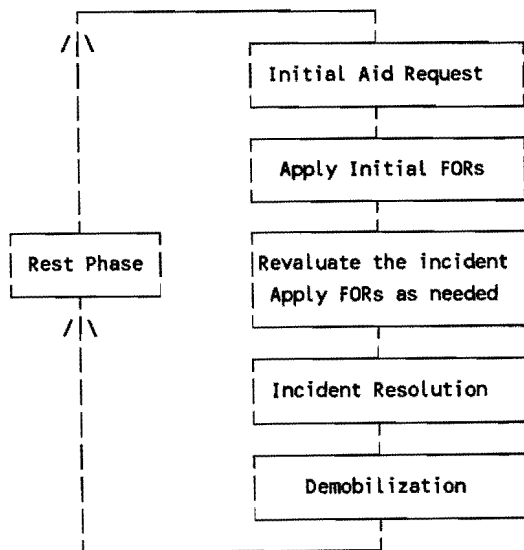**INCIDENT FUNCTIONAL FLOW CHART**

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  /|\
   |         ┌─────────────────────┐
   |         │ Initial Aid Request │
   |         └─────────────────────┘
   |                    │
   |         ┌─────────────────────┐
   |         │ Apply Initial FORs  │
   |         └─────────────────────┘
   |                    │
┌──────────┐ ┌─────────────────────┐
│Rest Phase│ │Revaluate the incident│
└──────────┘ │ Apply FORs as needed │
  /|\        └─────────────────────┘
   |                    │
   |         ┌─────────────────────┐
   |         │ Incident Resolution │
   |         └─────────────────────┘
   |                    │
   |         ┌─────────────────────┐
   |         │   Demobilization    │
   |         └─────────────────────┘
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Figure 1

VIRGINIA SEARCH AND RESCUE COUNCIL
Bylaws of the Council

Adopted: July 26, 1986
Amended: October 27, 1990, all amendments receiving unanimous approval and a quorum being present.

1. The purpose of this council is to improve Search and Rescue in the Commonwealth of Virginia.

2. There are three classes of membership in the Virginia Search and Rescue Council: full organizational members, members-at-large, and affiliated members. Full organizational members have two votes, members-at-large shall have one vote, and affiliated members are non-voting members.

3. In order to conduct business, each member organization will be represented by their own Council Representative(s). These Council Representatives must be appointed by the governing bodies of the member units. The chairperson or the secretary of the Council must be told who the voting representative(s) is (are) at the time of the business meeting.

4. A quorum shall consist of one half the voting members plus one attending a council meeting.

5. If a quorum is present, all decisions will be decided by a simple majority vote, with the exceptions of purging a unit, member-at-large, or affiliated member from the Council, or passing an amendment.

6. To receive any member into the Council, a member of the Council must sponsor the prospective unit, member-at-large, or affiliated member during a business meeting, and a simple majority must vote in favor of admission.

7. To purge a unit, member-at-large, or affiliated member from the Council, at least three quarters of all possible votes must be cast in favor of removal. Furthermore, at least one month prior to the vote, the delinquent member must be informed in writing that such a vote will be taken.

8. Robert's Rules of Order will be used as the guidelines to conduct business at the Council meetings.

9. Officers. There are three positions to be filled:

    a.   Chairperson/President.

        (1)   This position will be chosen from among the membership at the last meeting of the year, with the new chairperson/President taking office at the first of the year.

        (2)   The Chairperson/President will prepare the agenda and conduct the Council meetings.

b. Secretary.

(1)   The Secretary will be chosen from among the membership at the last meeting of the year, with the new secretary taking office at the first of the year.

(2)   The Secretary should record the Council's minutes, make the minutes available to other members, maintain a roster of member organizations, and if ever necessary, send out letters informing delinquent members of pending votes for removal.

c. Treasurer.

(1)   The Treasurer will be chosen from among the membership at the last meeting of the year, with the new treasurer taking office at the first of the year.

(2)   The Treasurer shall record and maintain the Council's finances, make financial records available to other members, and make disbursements as required or approved.

10.   The officers will coordinate to inform all member organizations of meeting dates at least one month prior to the meetings, and these servants will also receive oral notice of who are the voting representative(s) for each member group.

11.   The Board of Directors for the Virginia Search and Rescue Council shall consist of: The Chairperson/President, the Secretary, the Treasurer, and the Registered Agent.

12.   Amendments to these rules will be accepted only if two-thirds of the quorum at a meeting vote in favor of the amendment. The amendment will take effect immediately upon voting.

SHENANDOAH MOUNTAIN RESCUE GROUP
UNITED STATES PARK POLICE
AIRCRAFT RESPONSE CRITERIA AND GUIDELINES
22OCT91

The following conditions will be met for and during each aircraft transport provided to SMRG personnel by the US Park Police.

- The time saved using air transportation with the attending logistical requirements justifies the use of air transportation.

- The mission is deemed urgent enough by the SMRG Response Coordinator (RC) to warrant air transportation.

- The destination LZ is within the operational capability of the US Park Police aircraft used.

- SMRG will confirm, through the Leesburg Flight Service Station, and before requesting transportation, that VFR conditions apply in all of the following areas, and are expected to apply for the time needed to complete the mission and return the aircraft to its home base:
  1) the home base of the aircraft
  2) the LZ used to pick up SMRG personnel
  3) the destination LZ
  4) en route to these locations
  5) the return route to the home base

- SMRG will provide explicit directions to the appropriate LZs.

- SMRG will request the use of USPP aircraft through the Virginia Department of Emergency Services Emergency Operations Center if the mission is within Virginia. Otherwise, the request will be made directly from the SMRG RC to the USPP.

- A US Park police aircraft appropriate to the mission is available. SMRG recognizes that medical transportation and law enforcement missions have priority over SMRG transportation and that SMRG personnel can be put down at US Park Police convenience to accommodate higher priority US Park Police missions, even though SMRG transportation may be well under way.

- US Park Police personnel agree to support the mission.

- All SMRG or ASRC personnel transported by US Park Police aircraft will follow all SMRG Air Operations Standard Operating Procedures.

Virginia Emergency Operations Plan

Annex I-AA
Search and Rescue

I. DEFINITIONS:

    A.   Search and Rescue (SAR) - The employment of available personnel and facilities in rendering aid to persons and property in distress, or potential distress, in the air, in the water, and on the land.

        1.   Search - To identify and locate persons who are or may become distressed or injured and who are unable to return to a place of safety on their own. Search operations may occur in urban, rural, wilderness, or maritime environments.

        2.   Rescue - To access, stabilize, and evacuate distressed or injured persons by whatever means necessary to ensure their timely transfer to appropriate care or to a familiar environment.

    B.   Coordinator of Emergency Services - The person appointed by the Governor, pursuant to title 44, Code of Virginia, as the agency head of the Department of Emergency Services, with the responsibility to coordinate and administer emergency services operations in the Commonwealth.

    C.   State SAR Coordinator - The person designated by the Coordinator of Emergency Services to coordinate the Search and Rescue program of the Department of Emergency Services and to coordinate overall state SAR operations.

    D.   Legal Responsible Agent (RA) - The official and/or agency having legal responsibility for the emergency response to a SAR incident.

    E.   Local SAR Coordinator - The person responsible for coordination of SAR operations within a given jurisdiction.

    F.   State Coordinating Officer (SCO) - The person designated by the Coordinator of Emergency Services to be the agent of the Coordinator during a specific SAR incident.

    G.   SAR Mission Coordinator (SMC) - The person designated by the Legal Responsible Agent to coordinate and manage on- scene operations during a specific SAR incident.

Depending upon the management system used and the organization involved, this person may be called the Mission Coordinator (MC) or the Incident Commander (IC).

H.   SAR Emergency Any SAR incident, whether related to any other type of incident or not, that requires the utilization of resources to resolve, due to a threat or potential threat to life or property.

I.   Air Force Rescue Coordination Center (AFRCC) - Located at Scott Air Force Base, Illinois, the AFRCC serves as the federal SAR coordination center for the inland SAR Region. It is operated by the United States Air Force, Aerospace Rescue and Recovery Service (ARRS).

J.   Coast Guard District Five Operations Center (CGDFIVE OPCEN) - Located in Portsmouth, Virginia, the Center is the Norfolk Sub-Region Maritime SAR Coordinator for the Fifth Coast Guard District, which includes the maritime areas of the Commonwealth. The Center controls all Coast Guard, Coast Guard Reserve, and Coast Guard Auxiliary assets in Virginia.

K.   Virginia Emergency Operations Center (VAEOC) - Operated by the Virginia Department of Emergency Services, the VAEOC is the state Rescue Coordination Center (RCC) for the Commonwealth of Virginia for both the inland and maritime SAR regions. Federal, state, and local government and selected volunteer SAR assets are coordinated through this facility. It is located on the grounds of the Virginia State Police Administrative Headquarters, near Richmond, Virginia.

II.   REFERENCES:

A.   The National Search and Rescue Manual. The basic federal reference document governing SAR nationwide.

B.   Search and Rescue Agreement between the Commonwealth of Virginia and the Executive Agent for Inland SAR in support of the National Search and Rescue Plan.

C.   Statement of Understanding between the Commonwealth of Virginia and the United States Coast Guard in support of the National Boating Safety Programs.

D.   Joint Agreement between the Commonwealth of Virginia and the Commander, Virginia Wing, Civil Air Patrol.

E.   Commonwealth of Virginia, Emergency Operations Plan (COVEOP), Volume I, Basic Plan, Virginia Department of Emergency Services.

F.   Memorandums of Understanding between the Commonwealth of Virginia Department of Emergency Services and Volunteer Search and Rescue Groups Operating Within Virginia.

III. SITUATION:

Search and rescue incidents occur throughout the Commonwealth of Virginia that require air, ground, and water SAR operations, in order to protect and preserve life and property.

A.   Requests for SAR assistance originate from several sources, including, but not limited to:

1.   The general public, as a result of hearing, seeing, becoming aware of, or being involved in an incident that may require SAR resource assistance.

2.   Official government sources, such as the Federal Aviation Administration (FAA), the AFRCC, the National Park Service, state agency or local government emergency communications centers.

3.   Distress signals, such as smoke, flares, lights, flags, radio communications, Emergency Locator Transmitter (ELT), Emergency Position Indicating Radio Beacon (EPIRB) signals.

B.   Search and rescue missions are conducted to locate and assist:

1.   Overdue, lost, missing, or downed aircraft.

2.   Overdue, lost, missing, disabled, stranded, or sinking vessels.

3.   Overdue, lost, missing, stranded, injured, or trapped persons.

IV. MISSION:

The SAR mission is to effectively use all available resources, including personnel, facilities, and equipment to locate and render necessary assistance to persons or property that may be in distress.

V. ORGANIZATION AND TASKS:

A. Organization

The Agency responsible for the state-level coordination of search and rescue activities is the Department of Emergency Services. Each local jurisdiction may designate a Local SAR Coordinator. In the absence of an official designation by the local government to the contrary, it is understood that the chief law enforcement officer of that political subdivision will be the Local SAR Coordinator, due to the fact that search and rescue incidents are potentially law enforcement incidents and therefore require immediate law enforcement intervention. The Local SAR Coordinator is responsible for search and rescue operations within his respective political subdivision. State agencies provide SAR resources and conduct SAR operations at the federal, state and local levels and may provide services to supplement local efforts. Volunteer SAR organizations participate in SAR operations in accordance with agreements with federal, state, and local SAR coordinators. Federal agencies participate in SAR operations within the Commonwealth either because of direct SAR responsibilities or in response to requests from the state to assist.

B. Tasks

1. State Agencies

a. Department of Emergency Services

(1) Operate the Virginia Emergency Operations Center (VAEOC) as the state Rescue Coordination Center (RCC).

(2) Coordinate SAR efforts statewide and assist with coordination of national and international SAR incidents.

(3) Coordinate the deployment of SAR resources and conduct or assist in SAR operations in coordination with Local SAR Coordinators, state agencies, and federal agencies.

(4) Develop and implement performance standards and training programs for search and rescue personnel and facilities operating within the Commonwealth of Virginia.

(5)   Establish and maintain case files on all SAR incidents coordinated by the VAEOC, maintain current listings of all SAR resources utilized by the state, and provide SAR-related data to cooperating agencies and organizations.

b.   Department of State Police

(1)   Provide a State Coordinating Officer (SCO) as the designated state official to coordinate a specific SAR incident, at the scene, when requested by the Coordinator of Emergency Services.

(2)   The SCO will coordinate on-scene operations, resource allocation, and resource deployment with the VAEOC.

(3)   The SCO will coordinate the on-scene activities of volunteer, local, state, and federal resources used in the prosecution of a specific SAR incident, in accordance with existing agreements, operational procedures, or statuses.

(4)   Provide personnel, facilities, and equipment for SAR operations, within the capabilities of the Department, in accordance with existing agreements, operational procedures, or statuses, upon request.

c.   The state agencies listed below will provide personnel, facilities, and equipment for SAR operations, within their capabilities in accordance with existing agreements, operational procedures, or statuses upon request.

(1)   Department of Military Affairs.

(2)   Department of Aviation.

(3)   Marine Resources Commission.

(4)   Department of Game and Inland Fisheries.

(5)   Division of Parks and Recreation.

(6)   Department of Forestry.

2.   Local Government

      a.   Conduct SAR operations in its area of jurisdiction, within the scope of local capabilities.

      b.   Support SAR in adjacent jurisdictions, when requested, and in accordance with existing agreements, operational procedures, or statuses.

3.   Federal Agencies

      a.   The AFRCC, in accordance with existing plans and agreements, has operational control of missions of national concern and missions involving military personnel as the objective.

      b.   CGDFIVE OPCEN controls search and rescue operations in the Maritime SAR Region of the Commonwealth of Virginia and may assist in other SAR operations, in accordance with existing agreements upon request. The United States Coast Guard Auxiliary, in accordance with existing agreements, provides personnel and equipment for SAR operations, under the operational control of the Coast Guard, upon request.

      c.   The National Park Service controls search and rescue operations in areas under its jurisdiction and may assist with SAR operations in other areas, upon request.

4.   Volunteer Search and Rescue Organizations

      a.   Provide SAR resources to federal, state, local and volunteer agencies, in accordance with existing agreements, operational procedures, or statuses, upon request.

      b.   Civil Air Patrol, in accordance with existing agreements, provides personnel, facilities, and equipment for SAR operations, upon request.

VI. CONCEPT OF OPERATIONS:

A.   Search and Rescue Coordination

    1.   On-scene coordination at the state level will be provided by the SCO.

2.   All resources allocated to the incident by the VAEOC will be coordinated on scene by the SCO.

B.   Missing Aircraft and ELT Incidents

    1.   Inland SAR Region

        a.   The AFRCC will control air search and rescue for incidents involving military aircraft, air carrier aircraft, and aircraft carrying persons of national or international importance. AFRCC coordinates operations among the involved states in searches for civil aircraft on interstate flights.

        b.   The AFRCC will notify the VAEOC prior to initiating any active search with the Commonwealth of Virginia. A determination will be made at that time as to the assistance the state may provide and which agency has operational control.

        c.   The AFRCC will coordinate all federal assistance requests (including CAP) through the VAEOC.

        d.   The VAEOC will control air search and rescue for incidents involving civil aircraft within the boundaries of the Commonwealth, including civil aircraft on interstate flights.

        e.   Ground search and rescue operations, in conjunction with the missing aircraft and ELT incidents, will be coordinated on scene by the SCO.

    2.   Maritime SAR Region

The Coast Guard has search and rescue responsibility for the Maritime SAR Region and will coordinate search and rescue efforts of all supporting agencies.

C.   Missing Persons Incidents

    1.   Inland SAR Region

Air, ground, and maritime search and rescue operations in missing persons incidents may be coordinated at the federal, state, or local government level, depending on the nature of the incident and specific jurisdictional responsibilities.

2. Maritime SAR Region

The U.S. Coast Guard CGDFIVE OPCEN coordinates all federal search and rescue activities within the Maritime Region, for both missing persons and missing/overdue vessels. This does not preclude state or local resources operating in support of a Coast Guard mission in areas where there is an exclusive federal jurisdiction or in conducting or supporting operations in areas where there is a concurrent state or local jurisdiction.

VII. OPERATIONAL PROCEDURES:

A. Requests for federal or state SAR assistance will be made through the VAEOC. Requests for federal or state SAR assistance to the locality come from the Local SAR Coordinator.

B. The VAEOC will allocate requested SAR resources to the incident based on resource availability and the appropriateness of the request.

C. The VAEOC will notify the AFRCC or CGDFIVE OPCEN if federal resources are needed.

D. The VAEOC will notify the Virginia State Police in all cases where state SAR assistance is requested.