American Red Cross

DISASTER SERVICES PROGRAM
ARC 3000 Series

Communications

CONTENTS

Note: This document contains revised material and supersedes Emergency Services Communications, ARC 3034 dated June 1982.

APPENDICES

I. INTRODUCTION

The purpose of the American Red Cross Disaster Services is to bring timely and effective help to people affected by disasters. Since disasters frequently disrupt or overload normal communications channels, the effectiveness of a disaster relief operation depends on the efficient performance of the Communications function. Providing expedient service to people affected by disaster is only possible when adequate communications systems are in place or can be activated in support of the direct services required. Providing adequate communications systems in support of a disaster relief operation in the United States, its territories, and possessions is the responsibility of the Communications (COM) function of Disaster Services.

A. Purpose of This Document

The purpose of this document is to provide information to all American Red Cross paid and volunteer staff about the regulations and procedures related to communications during disaster response. It is the base response document for the Communications function. It details the actions which Red Cross chapters and staff take to ensure adequate communications in response to a disaster and provides the regulations and procedures for all paid and volunteer staff assigned to the Communications function on a disaster relief operation of any size.

B. Scope of This Document

This document discussesC
- Board of Governors Policies relating to the Communications function.
- Regulations and procedures for providing and managing the Communications function.
- Principles of communications services.
- Responsibilities for the Communications function on a disaster relief operation.
- Recruitment and training of local volunteers to serve as Communications function staff.
- The relationship between Communications and other functions on a disaster relief operation, and other lines of service within the American Red Cross.

C. Applicability

The information in this document applies to all units and individuals providing disaster relief services within the structure and organization of American Red Cross Disaster Services. This document applies to developing and implementing disaster communications for units as well as for individuals assigned to the Communications function during a disaster response.

D. Definitions

Communications is the disaster relief operation function responsible for establishing and maintaining disaster communication systems. Communication includes the transmittal of information, both data and voice, by telephone, facsimile, radio, satellite, and other forms of telecommunications.

The following terms are used in this document and are provided to aid understanding of the Communications function and documentC

Cap codes - Cap codes are the serial numbers of pagers and cellular telephones, and are referred to as ESN (electronic serial numbers).

Public Switched Telephone Network (PSTN) - PSTN is the land line wired telephone services available to the general public.

II. CONTEXT

A. Board of Governors Policies Related to Communications

The Board of Governors policies related to Disaster Services form the foundation of the Communications function.

The basic premise that urgency is required to provide immediate assistance and relief services to people affected by disaster implies a requirement to communicate information. All functions on a disaster relief operation should have the capability to communicate effectively. Complete and timely telecommunications on a disaster relief operation also help ensure the effective use of resources and avoid duplication of activities and services.

In order to assist those affected by disaster with appropriate referrals and to coordinate relief operation activities, it is essential that clear and open communication links be established among the disaster functions and between the disaster relief operation, the Disaster Operations Center, and other participating agencies, organizations, and government entities.

When local or state resources are not sufficient to meet the needs of a disaster relief operation, Communications function human and material resources are made available through the Disaster Staffing Center and the Disaster Operations Center at national headquarters.

B. Relationship to other ARC 3000 Series Documents

Staff performing the Communications function on a relief operation should also be familiar with the core document for response, *Response to Disaster* ARC 3030, and the Logistics function base response document.

C. Mission of the Communications Function

The mission of the Communications function is to provide timely and effective telecommunications material resources, human resources, and expertise in support of disaster relief operations.

D. Principles of the Communications Function

Communication services on a disaster relief operation will be provided based on the following principles:

- Timeliness - Communications systems will be installed as quickly as possible on the operation and provide the fastest means of telecommunication.
- Reliability - Regardless of the method, users will be able to rely on the communications established.
- Confidentiality - Communications systems will provide an environment of confidentiality for those functions that require it.
- Effectiveness - Relief operations staff will be able to communicate regardless of circumstances.
- Standardization - To the degree possible communication systems will be standardized to ensure that users are as comfortable and familiar with equipment as possible.

III. RESPONSIBILITIES FOR DISASTER COMMUNICATIONS

A. Unit Responsibilities for Communications

1. Affected units. At the time of, or in anticipation of, a disaster incident, the affected unit(s) is responsible for evaluation of the status of the communications infrastructure in its jurisdiction; e.g. determining if local telephone systems, cellular systems, etc. are working. Where possible, the unit should identify known impediments to providing communication services, activate agreements with local telephone companies for priority service, and initiate service to meet shortfalls, as necessary. The affected unit is responsible for notifying the state lead chapter for Disaster Services of its ability to provide communications services, the extent of services the unit is able to undertake, and recommendations concerning the estimated resources required to provide effective communications

within the affected area. The affected unit is also responsible forC

- Activating unit statements of understanding or mutual aid agreements pertaining to the Communications function.
- Requesting additional staff from the state lead chapter for Disaster Services to support the Communications function.
- Providing the Communications officer with a copy of the Communications annex to the unit=s disaster response plan.

2. Unaffected units

Unaffected units within the affected state are responsible for providing Communications support to the disaster relief operation based on pre-disaster mutual aid agreements and availability of Communications staff.

B. State Lead Chapter for Disaster Services Responsibilities for Communications

If the affected Red Cross chapter does not have sufficient resources to support the needed communications activities, the state lead chapter for Disaster Services is responsible for coordinating the acquisition of resources from chapters within the state=s jurisdiction, as delineated in the state=s disaster response plan. If the resources required exceed the capability available within the state, the state lead chapter for Disaster Services will immediately notify the Disaster Operations Center and request resource support from Disaster Services at national headquarters.

C. Disaster Relief Operation Responsibilities for Communications

The primary responsibility of Communications on a disaster relief operation is to establish and maintain communication systems to support disaster relief operations. On a disaster relief operation Communications staff are responsible for the following:

- Consulting with the affected unit(s) toC
  - obtain a copy of the Communications annex from the unit disaster response plan.
  - determine what signed agreements are available for activation in support of the relief operation and which have been activated.
  - obtain a list of contact names and telephone numbers for local individuals, organizations, and companies with whom Communications will interact to support the relief operation.
- Securing, maintaining, and safeguarding adequate and appropriate equipment to ensure reliable communication within and external to the disaster relief operation.
- Ensuring that adequate Communications staff are available to meet the demands of the relief operation in a timely manner.
- Aiding states to implement their capacity-building plans by recruiting local individuals with the specialized knowledge and skills needed by the Communications function.
- Providing training, as needed, to relief operation staff in the care and use of assigned communication equipment.
- Submitting required reports.

D. National Headquarters Responsibilities for Communications

Disaster Services at national headquarters, in coordination with the affected chapter(s) and the respective state lead chapter(s) for Disaster Services, is responsible forC

- Providing the required resources, both human and material, to the affected chapter(s), as requested. (See Annexes A, B and C).
- Acting as liaison between the disaster relief operation and other units at national headquarters regarding communications concerns.
- Interpreting and authorizing exceptions to regulations and procedures of the Communications function.

- Providing technical guidance to Communications officers on disaster relief operations.
- Determining, in coordination with the Communications officer on the disaster relief operation, when to activate national agreements.
- Approving or amending a Communications service delivery plan to recommend to the director of the relief operation. Guidelines for creating a service delivery plan can be found in Appendix 1.
- Approving or amending a Communications transition or closing plan to recommend to the director of the relief operation. Guidelines for creating a communications transition or closing plan can be found in Appendix 2.
- Reviewing and recommending for Administration approval of a restocking plan for Communications materials and supplies used by affected and mutual-aid units to conduct Communications activities in support of a disaster relief operation.
- Providing technical input to the director of the relief operation or designee for the performance evaluation of the Communications officer and concurring with the evaluation or recommending changes prior to it being shared with the officer.

IV. COMPONENTS OF THE TELECOMMUNICATIONS SYSTEM

A. Landline Telephone Service

When disaster strikes prompt installation and activation of telephone lines is imperative. Most local telephone companies will expedite telephone installation for the American Red Cross in the event of a disaster. Prior coordination will ensure this priority service.

Detailed information for ordering telephone service, both local and long distance, is included in information about telephone and fax service in Annexes D and E. The *Communications TELCO Service Order* provided as Annex E should be used for telephone installation/connection requests as well as disconnect requests at the end of an operation. Annex F contains information about recommended distribution of telephone lines, cellular telephones, pagers and fax machines on various levels of disaster relief operations. Approval must be obtained from the Administration function lead at the Disaster Operations Center at national headquarters to exceed these recommendations.

As needed, 800 numbers will be activated to support the relief operation. To activate these numbers, contact the Communications function lead at national headquarters. (Annex K contains 800 numbers listings by state for communicating with people with hearing impairments.)

B. Cellular Telephone Service

A cellular telephone is a wireless telephone that is connected to the Public Switched Telephone Network (PSTN) enabling the user to place and receive telephone calls anywhere in the world from a telephone that is not connected by wires. If a unit is activating cells and cellular telephones, it is also the unit≡s responsibility to ensure that the requested activation includes area-code blocking to prevent charging of long-distance calls. If cell telephones and/or cell telephone usage is donated, the donation can include long-distance charges, if the donor agrees to accept them. Details, such as area-code blocking and the specifics of donated equipment and time, should be confirmed at the time of initiation of service with the appropriate company.

C. Pager Service

Pagers are available from the stock of communications equipment maintained at national headquarters and in the Federal Express warehouse in Memphis, TN. If coverage for the area of the relief operation is spotty or non-existent, the Communications officer may obtain pagers from the local companies which offer pager

coverage for the area of the operation. Pagers can be important assets to a disaster relief operation. Administration staff, function officers, couriers, and others can benefit from being able to contact each other almost immediately. Of course, pagers can not be used unless the PSTN is operational.

The Communications function on the operation should supply batteries for pagers if they are in use for an extended period of time. The proper size alkaline batteries are available in pager boxes shipped from national headquarters.

D. Facsimile (Fax) Service

A facsimile (fax) machine is a device used to scan and transmit, receive, and reproduce an image over telephone/cellular devices. A fax machine can facilitate the rapid transmission of written documents. It is best to allocate a dedicated telephone line to the machine. The fax is most effective when it remains active 24 hours per day (see Annex D). Multifunction devices (fax, copier, printer combination) are most efficiently used in service centers, warehouses, and kitchens, in lieu of separate fax machines and copiers if the amount of material to be copied is small.

Fax machines for direct shipment to the relief operation headquarters are available through national contracts established by Disaster Services at national headquarters. The request for machines through these contracts should be made by the Communications officer to the Communications function lead at national headquarters. The Communications officer should recommend the number of machines required for the operation. The recommendation must be approved by the director of the relief operation, (see further details in Annex D).

E. Radio Systems

1. Red Cross radio systems

a. 47.42 MHZ Low Band. A 47.42 MHZ two-way radio system consists of a base station and one or more mobile units and provides two-way communications over a normal range of from 10 to 20 miles, depending on the height of the base antenna, the power of the transmitter, and the terrain. Mobile units can also communicate with one another within a range of about 10 miles, depending on the power of the unit and the terrain. Hand-held units usually have a limited range of one mile or less. Annex H contains a sample of the *American Red Cross Official Message* (Form 4612) and is the conventional format to use in recording radio messages. All communications sent or received and recorded on F4612 should be maintained in a Communications log book. Tactical call signs may be assigned for mobile units, shelters, etc., operating on 47.42 MHZ. All portable base units may use the call sign KGB223. Emergency response vehicles (ERVs) are identified by the ERV number. The Communications officer will publish a list of tactical call signs for use on large operations, where appropriate. Annex I contains the *Instructions for Using Mobile Two-Way Radio* (Form 5800). Two-way radio equipment on 47.42 MHZ may only be operated by Red Cross staff authorized by the affected unit or the Communications function on the relief operation.

b. Red Cross high frequency (HF) radio. Seven HF channels have been granted to the American Red Cross by the Federal Communication Commission (FCC) and additional frequencies are available from the federal government Shared Resources High Frequency Radio Program (SHARES) of which the American Red Cross is a member.

2. Amateur radio. Because of their excellent geographical representation, and wide range of frequencies and capabilities, the nation=s amateur radio operators can provide essential emergency radio communications with their personally-owned base, mobile, and hand-held equipment.

Many amateur radio operators volunteer their time and equipment for Red Cross disaster services,

especially in the first 96 hours of a disaster when telephone communications are frequently disrupted. In accordance with FCC regulations, amateur radio equipment must be operated under the direct supervision and control of a licensed amateur radio operator.

Amateur radio operators are in high demand during disasters and many have agreements with local government to provide emergency back-up communications in time of need. When they are available, they are an excellent communication resource for shelters which are open for short periods of time when there are no other means of communication.

    a. Red Cross/Amateur Radio agreements. As part of the initial response to a disaster, local agreements with representatives of national organizations should be activated. Agreements should include a statement recognizing the confidential nature of some Disaster Services communications. Red Cross chapters may have agreements with local units ofC

- Amateur Radio Emergency Service (ARES);
- Radio Amateur Civil Emergency Services (RACES), created by the Federal government to assist state and local governments with amateur radio operator help during a declared disaster.

    b. Use of Amateur Radio on Operation. Amateur radio operators can be activated to provide service to Red Cross to ensure that disaster response staff can keep in constant touch with the local unit headquarters, shelters, and local government emergency operations centers. These operators are especially helpful since most are able to interface the PSTN with the amateur frequencies. Additionally, the packet-radio system operated by amateurs is especially useful for quick and accurate transfer of data, such as long lists of supplies or shelter registrations. Packet radio provides a degree of security that is not available through other amateur radio systems because packet-radio messages are digitally encoded and cannot be decoded on a scanner without special equipment.

3. General Mobile Radio Service . General Mobile Radio Service (GMRS) is a Federal Communications Commission (FCC) authorized service that private citizens use for communications. GMRS users are allowed to use repeaters, thus extending their coverage. An FCC license is required to use this service.

Localized agreements prepared in anticipation of disaster with representatives of national organizations should be activated as part of the initial response to a disaster. Red Cross units may have agreements with local units or groups of individuals such asC

- Radio Emergency Associated Communications Team (REACT). REACT is a non-profit organization of local communication teams who provide supplementary, short-range communications on various radio frequencies on an organized, voluntary basis in support of local emergencies or disasters. The national statement of understanding (SOU) between the American Red Cross and REACT may be activated when a disaster occurs. REACT may provide its communications support using Citizen Band (CB), GMRS, or Amateur Radio equipment depending on the size and locale of the disaster.
- Family Radio Service (FRS). The FRS is a low-cost, low-power FCC unlicensed service. The FRS is intended for close-proximity line-of-sight communications using low-cost hand-held radios. No license is required to use this service.
- Citizens Band Radio (CB). CB is an FCC governed but unlicensed radio service. Local agreements can be made with organized CB radio groups and should be activated as need arises. In certain circumstances CB radio can be a valuable tool for close-proximity and mobile communications. No license is required to use this service.

4. Government/Military Radio Systems

    a. Military Affiliate Radio System (MARS). Local agreements to alert and mobilize volunteer emergency communications personnel of the Military Affiliate Radio System may be made and

activated when disaster strikes or is anticipated. These agreements can cover such activities as C

- establishment and maintenance of fixed, mobile, and portable station emergency facilities for local radio coverage .
- point-to-point contact between Red Cross officials to maintaining continuity of communications for the duration of the emergency period or until normal communications channels are restored.
- transmission of written messages between local Red Cross officials and officials of Red Cross offices throughout the state and the nation.

Messages authorized for transmission through the MARS system include civil emergency traffic and health and welfare traffic to and from emergency areas, chaplains, etc.

b. Local/county/state/federal government frequencies. State and local agreements between Red Cross chapters and government offices and departments (fire, police, sheriff, highway patrol, etc.) may be activated when disaster strikes or is anticipated.   Red Cross units should make initial contacts with the government entities to coordinate use of their frequencies.

5. **Other**

a. Civil Air Patrol (CAP). Civil Air Patrol (CAP) is a nonprofit, voluntary civil corporation chartered by Congress and established as an auxiliary of the United States Air Force. Through the Disaster Operations Center, the national Statement of Understanding (SOU) with the CAP, may be activated when a disaster occurs to provide communications.

b. Land mobile communications systems. Land mobile communications encompass a large variety of services that utilize two-way radio for business purposes. These may include railroads, courier services, plumbers, radio common carrier systems, specialized mobile radio (SMR) companies, etc. Prior agreements may have been made by the local units to utilize these radio systems during emergencies. Radio common carriers, rental agencies, radio dealers, and SMR companies may have equipment and frequencies to loan or rent to a disaster operation and should be explored. Under these circumstances, no license is required to operate the equipment. Such resources could be cost-effective alternatives to improve service to areas with poor cellular coverage.

F. Satellite Communications

Satellite communications systems are available to the Red Cross. This equipment is intended to provide communications links with national headquarters and to establish or supplement Red Cross communications in support of a relief operation. If local telephone service is severely impacted by a disaster, one or several of the satellite systems may provide the only certain means of communication until the local telephone system is put back into operation.

1. **Advanced Technology Satellite (ATS-3).** The National Aeronautics and Space Administration (NASA) allows the American Red Cross to use its Advanced Technology Satellite (ATS-3) for disaster relief efforts. The ATS-3 system can offer an affordable voice communications alternative to support disaster relief operations. The system can be accessed with minimal special equipment. When other means of communications have been disrupted, this system provides both two-way radio repeater and telephone interconnect by satellite. To obtain specific equipment information and approval to use this system, units should contact the Communications function lead in the Disaster Operations Center at national headquarters.

2. **International Maritime Satellite (INMARSAT).** INMARSAT is the International Maritime Satellite Organization which provides worldwide satellite voice and data service to land earth stations via four satellites. Some INMARSAT equipment has been distributed to Red Cross chapters located in disaster-risk areas for immediate use should a disaster strike. National headquarters has retained a small quantity of all types of terminals for immediate deployment to a disaster area, normally with a Quick

Response Team composed of trained and experienced officers of selected functions dispatched by Disaster Services at national headquarters to assist responding units with assessment and service delivery planning.

    3. American Mobile Satellite Corporation (AMSC). Disaster Services at national headquarters has a limited number of AMSC satellite telephone units for use on disaster relief operations. This equipment will normally be sent immediately to a disaster area for use by the Communications officer.

G. Computer-based Communication Systems

During a disaster, the Internet can be valuable in providing information directly from the scene of the disaster or providing a service to other functions in the headquarters by making available information from around the world. In the absence of a Disaster Computer Operations officer the Communications officer should have access to CrossNet, the secure internal Red Cross web site. This will allow access to email between the disaster relief operation headquarters and national headquarters, as well as access to maps, weather forecasting, FEMA reports, photographs, text material and the transmission of information to other functions.

H. Use of Plain Language

Red Cross units and relief operations should use Aplain language@ on the radio and avoid use of codes and acronyms. The use of plain language is extremely important, particularly when a disaster operation involves other agencies and joint communication is necessary.

V. INITIATING THE COMMUNICATIONS FUNCTION

A. Assessing Existing Public Communications Infrastructure

When a disaster incident has occurred, it is important to determine, as soon as possible, the status of the communications infrastructure, i.e. the normal, every-day telecommunications support provided to the community that the chapter serves. Chapter staff responsible for Communications should determine:

    C if the local telephone system is working and, if not, when they expect services will be restored.

    C if the cellular system is up and fully operational and, if not, when they expect services will be restored.

    C if chapter pagers are working after the disaster incident.

    If any of these systems are down, both the state lead chapter for Disaster Services and Disaster Services at national headquarters should be informed. This information will form the basis of the development of the Communications service delivery plan (see Appendix 1).

B. Meeting Critical Emergency Response Needs

    1. Unit actions to establish communication. If a unit has backup communications plans which can be implemented, these plans should be reviewed in anticipation of or in response to a disaster incident. Whatever shortfalls exist should be reported to the state lead chapter for Disaster Services and Disaster Services at national headquarters as soon as possible by whatever means are available. This will enable the state and national headquarters to plan a detailed initial communications response.

    2. Initial communication services for relief operations. When a relief operation is established immediate communications capability will be required by the Administration, Mass Care, Damage Assessment, Disaster Mental Health Services, Government Liaison, and Disaster Health Services functions. If the public telephone system is affected, radio communications may be the only reliable link between these functions during the first 48 hours. The Communications function must anticipate requirements and recommend priorities for the allocation of resources. Numbers of communications resources to be allocated to each function should first be based upon the initial needs of the operation and, subsequently, the service delivery plan for the relief operation. Recommendations by the

Communications function must be approved by the director of the relief operation prior to implementation. Annex M contains recommendations for installation of a range of numbers of telephone, modem, and fax lines and distribution of cellular telephones and pagers. The actual numbers will depend on the size of the relief operation and special circumstances encountered in providing service delivery. Damage Assessment and the direct services have unique communication needs, described belowC

a. **Mass Care communication needs**. When Red Cross shelters are opened on a disaster relief operation, communication between these shelters and the affected unit or relief operation headquarters is essential. Adequate communications with shelters may be challenging during the early stages of a relief operation, but establishing and/or maintaining communication with shelters is a high Communications function priority. Telephones are the best means of communication; however, amateur radio, cellular telephones and two-way radios may also be required to replace or supplement telephone service. Certain information passed between shelters and the relief operation headquarters such as Disaster Health Services, Disaster Mental Health Services or Disaster Welfare Inquiry (DWI) requests and responses may be confidential. Do not use unsecured radio communications to pass confidential information. Use of PSTN or digital telephones and couriers is recommended.

In the absence or failure of existing communications in shelters, amateur radio operators should be assigned. If the shelters are expected to remain open for more than 96 hours, the Communications function may need to provide telephone service.

Close coordination between the Communications function and the Mass Care function is essential to maintain adequate communications with emergency response vehicles (ERVs) and the relief operation kitchens. Mass Care feeding operations including kitchens and ERVs are ideal for the use of 47.42 MHZ radios. Communications officers should plan to place a 47.42 MHZ base station in each kitchen. All ERVs are equipped with a 47.42 MHZ radio.

b. **Damage Assessment communications needs.** The Damage Assessment function requires communication equipment immediately to assist them in reporting the results of the preliminary damage assessment. Damage Assessment teams complete detailed assessments during the first 72 hours and may need communication equipment to coordinate movement of teams and to expedite the transfer of information. The primary means of communication for mobile damage assessment teams are amateur radio, cellular telephone, and two-way radio.

c. **Disaster Health Services and Disaster Mental Health Services communications needs.** The Disaster Health Services (DHS) and Disaster Mental Health Services (DMHS) functions have multiple-level communications requirements. Assignment settings for DHS and DMHS staff include shelters, service centers, emergency aid stations, and outreach. DHS and DMHS staff must be able to contact their respective officers, the community emergency medical system (EMS), and local health/mental health care providers. The communication requirements range from a single land line telephone, to multiple cellular telephones, pagers or radio systems depending on the scope of their service delivery plans. The DHS staff health and DMHS staff health managers must also have appropriate communications equipment to provide 24-hour coverage to ensure response to the health needs of the Disaster Relief operation staff.

d. **Family Service communication needs.** Communications is responsible for activating an 800 number for Family Service hotlines when requested.

e. **Disaster Welfare Inquiry communications needs.** The DWI function may require the assistance of the Communications function to receive and respond to inquiries or to communicate with the DWI Search unit or DWI Center or with national headquarters. The DWI Search unit is heavily dependent on both telephones and faxes to receive and reply to inquiries. The DWI Center is

located in a low-risk area. If it is activated in support of one or more disaster relief operations, Communications staff will be assigned to support the communication needs of the Center. The DWI Center may operate on a 24-hour a day basis, depending upon the number of inquiries received. The Communications function must work closely with the DWI function to help secure and set up equipment and appropriate telephone connections. Satellite units can be made available to the DWI function in the event of severe communications outages.

    f.   Communication needs of other functions. Telephone service is needed for all functions at the headquarters location, service centers, and other facilities established to support the disaster relief operation. When cellular telephones are operational, they should be considered for use in facilities that are expected to remain open only for short periods of time. See Annex D and F for recommendations for the number of telephone lines to be installed for various levels of disaster in all possible relief operation facilities.

C. Anticipating Relief Operation Needs

There is no formula to predict the extent of communications services needed on a disaster relief operation. Neither the type of disaster nor the level of a Red Cross disaster relief operation necessarily indicates how much support is required. In assessing potential staffing and materials needed, consider the following factors:

- Damage to the communication infrastructure within the affected area and the estimated date(s) when service is expected to be restored.
- Agreements in place with local telephone companies for priority restoration of service for Red Cross facilities.
- The availability of telephone lines at all required locations, whether additional lines can be added, and the estimated time when this will be completed.
- Potential growth of the operation and subsequent increased demands for communications resources.
- The hours of operation, number of locations, and anticipated duration of facility operation.
- Whether or not a function must be operational 24 hours per day, making shift work necessary.
- How dependent the operation will be on radio communication.
- The need for a headquarters fax center and extent of staff to support it.
- The availability of a secure area for telecommunication equipment storage to prevent theft.

D. Organizing and Staffing the Communications Function

    1.   Table of organization for the Communications function. Staffing needs for the operation headquarters and all facilities where communications are required will influence the design of the table of organization of the Communications function. On a Local Disaster or State Disaster response, the Communications function staffing requirements may be small. However, as the size and scope of the disaster relief operation expand, communication needs become greater and the needs of the function may expand. Major or Federal Response Plan Disasters will require greater Communications function support to the disaster relief operation due to the greater number of service delivery locations. A sample Table of Organization for the Communications Function can be found in Annex L.

    2.   Determining staffing needs. Determining Communications staff requirements is the responsibility of the Communications officer and should be based upon the Communications service delivery plan for the operation.   Based on consideration of factors listed in Section C. above, requests for staff should anticipate future needs whenever possible since recruitment, assignment, and travel time requirements will delay arrival of staff on the disaster relief operation. Numbers and locations of facilities and hours of operation will influence the number of staff requested and their placement.

    3.   Requesting staff. Staff who can provide communication services can be found both within and

outside the Red Cross. An affected unit should activate the Communications portion of its disaster response plan and recruit individuals identified in the plan who have the specialized knowledge, skills, and experience required by various Communications positions. On a disaster relief operation, the Local Disaster Volunteer (LDV) and Staffing functions should be provided specific information about the number of additional staff needed, and special skills or knowledge required, such as detailed knowledge of the affected area, amateur radio license/skills, and liaison skills with communications businesses and corporations. Recruitment must be a high priority when the Communications function is being established and must be sustained until the need for additional or replacement staff abates.

4. Training staff to use communication systems. Special training in the use of communication equipment may be required for staff assigned to a relief operation who may use such equipment , especially local disaster volunteers. Relief operations present an excellent opportunity to train additional Red Cross personnel on specific aspects of the Communications function. Requests for training should be directed to the Training officer on the relief operation by the Communications officer. Communications staff may be required to conduct technical training about the use of communication equipment since the Training function may not have the required technical knowledge.

E. Obtaining Communications Resources

Numerous types of communication equipment and systems are available to provide supplemental emergency communications required for the disaster relief operation. Not all communication resources will be available in all areas.

1. Obtaining local services. To secure appropriate communication equipment and systems to support the relief operation, the Communications officer shouldC

- Establish and maintain contact with local telephone companies to maximize telephone support at disaster relief operation facilities.
- Establish supplemental telephone service by contacting both the Communications function contact at the local unit(s) and the Communications function lead at national headquarters to determine the point of contact for the local telephone company for emergency installation of telephone lines in case of disaster. Annex G provides procedures for establishing such services.
- Contact the Communications function lead at national headquarters to obtain additional telephone instruments, if needed. Most telephone companies no longer supply telephone instruments to customers. Telephone instruments may be available in Communications push packages.

2. Obtaining In-Kind resources prior to accepting unsolicited In-Kind donations. The Communications officer should ensure that the donation is compatible with the needs of the relief operation.

3. Obtaining national headquarters resources. A wide range of communications equipment (see Annex C) is available to the Communications officer. The acquisition and shipment of this equipment is coordinated by the Communications function lead in the Disaster Operations Center.

4. Obtaining supplies and equipment.

Note: All staff should be reminded that they are responsible for their personal equipment and for ensuring that their own insurance covers off-premises reimbursement for lost or damaged equipment. The Red Cross is not responsible for the personal equipment of paid or volunteer staff.

    a. Cellular Telephones. Through a national statement of understanding with AT&T Wireless, cellular telephones are available for immediate shipment to Level III or larger disaster relief operations by Disaster Services at national headquarters. However, cellular coverage is not provided in all geographical areas. Requests to activate this agreement must be channeled through the state

lead chapter for Disaster Services or the relief operation headquarters to the Disaster Operations Center at national headquarters. Cellular telephones are available in the Communications push packages. (See Annex C).

Note: Air time charges may be billed to the relief operation long after the Communications function has closed. Therefore, original billing arrangements with vendors need to be made clear in order to avoid later conflicts.

b. Pagers. Pagers are often a part of a unit=s normal equipment. Additional pagers may be needed to support the disaster relief operation. Requests for an initial shipment of pagers must be directed through the state lead chapter for Disaster Services or the relief operation=s headquarters to the Disaster Operations Center at national headquarters. Disaster relief operations will submit the request directly to the Disaster Operations Center. Once the national supply is exhausted, additional local pagers may be rented, as required. To use pagers the PSTN must be operational.

c. Fax. A facsimile or Afax@ machine can facilitate the rapid transmission of written documents. National headquarters has negotiated agreements with several large corporations that will provide fax machines for disaster relief operations. These agreements provide the Red Cross with favorable rates for short-term rentals. Requests to activate these agreements must be made through the state lead chapter for Disaster Services or the relief operation headquarters to the Disaster Operations Center at national headquarters.

d. Supplies. Communications staff should ensure that sufficient supplies and forms, as listed in Annex B, are available.

5. Financial Authority

Financial authority for all expenditures for a disaster relief operation rests with the director of the operation. The Communications function will be asked to complete and submit a budget for any anticipated Communications function expenses. Requests for expendable or non-expendable items to support the Communications function are made by the Communications officer and approved by the director of the disaster relief operation. The approved itemized budget becomes the authority for the purchase of expendable items. Annex M contains a worksheet for preparing the Communications function portion of the budget for the relief operation.

Other than telephone installation supplies, under normal circumstances, there should be no need for large purchases of equipment and/or supplies. If specific items are required that cannot be secured through in-kind solicitation by the Logistics function, the Communications officer must prepare a written explanation of the need for the equipment. This request must be sent to the Communications function lead at national headquarters for concurrence before it is given to the director of the relief operation for approval.

VI. ESTABLISHING AND MAINTAINING THE COMMUNICATIONS FUNCTION

A. Coordination and Collaboration

In order for the relief operation to be successful, the Communications function must coordinate with all the other functions present on the operation, with Red Cross units engaged in relief activities, and with organizations or vendors external to the operation.

1. Within the disaster relief operation. The Communications officer, in consultation with the director of the relief operation, will determine who has authority to order telecommunications equipment and service. All functions on the relief operation will require Communications services and support. The following functions will require special support, especially if there are disaster-caused communications breakdowns within the affected jurisdiction.

- *Administration*C Communications supports the overall operation by ensuring the ability to communicate with all facilities and entities to coordinate the delivery of services to the victims.
- *Damage Assessment*C Communications provides two-way communication equipment resources and operators, if needed, that allow Damage Assessment staff to report and clarify information, as needed, and respond to special requests without having to return to headquarters.
- *Disaster Health Services* (DHS)C Communications ensures that emergency communication with all local medical systems and health care facilities is in place, and that Red Cross staff have a means of contacting DHS on-call staff in the event of an emergency.
- *Disaster Mental Health Services* (DMHS)C Communications ensures that emergency communication with the community mental health system is in place, and that Red Cross staff have a means of contacting DMHS on-call staff in the event of an emergency.
- *Disaster Welfare Inquiry* (DWI)C Communications ensures that information from Mass Care, DHS, and Family Service required by the DWI function to complete its mission is accessible in a timely and confidential manner, and that the operation headquarters, DWI Center, and DWI Search unit are able to communicate with each other as rapidly as possible.
- *Family Service*C Communications assists Family Service to set up and maintain a hot line for victims to contact the Red Cross and supports the function=s responsibilities in service centers and on outreach teams.
- *Government Liaison*C Communications coordinates with government agencies to establish and support communications between Red Cross and government agencies, organizations, and emergency operating centers.
- *Mass Care*C Communications provides support to all Mass Care facilities to ensure two-way communication between the operation headquarters and the facilities, and establishes communication systems to meet the needs of victims housed in Red Cross shelters. It also ensures the ability of Mass Care vehicles to remain in contact with the relief operation.
- *Public Affairs*C Communications assists Public Affairs staff by providing the means for the function to provide information to victims immediately concerning the assistance available from Red Cross.
- *Training*C Communications staff assist Training staff by providing technical training to relief operation staff in the use and care of communication equipment.

2. With Red Cross units. The Communications function will keep the affected units involved or apprised of activity with local groups with which agreements were activated. In addition, the function will provide communications support to units whose ability to communicate has been affected by the disaster.

3. With external organizations. The Communications function must establish and maintain relations with organizations and vendors external to the disaster relief operation as the disaster operation continues. These collaborations and cooperative disaster experiences will provide an on-going basis for productive future work relationships between the Red Cross and these agencies and organizations.

B. Record-keeping Systems

The Communications function must keep accurate records of all telecommunication resources used by the disaster relief operation. The Communications function is responsible for inventorying all communications equipment on the relief operations and for approving expenses incurred through and with this equipment.

1. Non-expendable equipment. Non-expendable items must be recorded on a *Non-expendable Property Record* (F5691), as either fixed assets or non-expendable resources. Records must be kept on all non-expendable equipment by source (purchased, rented, donated, or borrowed), serial number, electronic serial number, telephone number, cap codes and/or PIN number. In addition, detailed information must be maintained about the persons to whom these Communications resources are assigned.

Records must be kept for all installed telephone lines for the purpose of tracking future billing as well as to ensure that the service is terminated for each line that was installed. Use the *Communications TELCO Service Order Form* (Annex E) to provide the proper information for installation accountability, tracking, and disconnection of telephone lines. A copy of the complete telephone listing (with the main billing number annotated) with all numbers which have been active at any time during the disaster relief operation must be sent to the Communications function lead at national headquarters to ensure that future billing is accounted for accurately.

2. Issuing communication equipment. The *Communications Equipment Loan Record* (Form 4611C), Annex J, must be used to assign equipment to individuals and functions on a disaster relief operation. On a large disaster, hundreds of cellular telephones and hand-held radios may be issued. It is the responsibility of the Communications function to make arrangements with the individuals or the Red Cross function as an entity to whom these resources may be issued to ensure the return of such equipment before workers are released from the relief operation. All individuals are required to check out with the Communications function prior to their release.

The individual to whom the equipment is issued is responsible for the return of that equipment to the Communications function. If the individual to whom the equipment was issued is leaving the operation and the equipment will be transferred to another worker, a new form 4611C must be completed and signed by the receiving worker. This form will be given to the Communications function by the departing worker. Blank forms will be available at headquarters and all operation facilities for this purpose.

Note: A police report must be made regarding any communications equipment which is stolen. Claims must be filed with the Red Cross insurance company and the Risk Management Division at national headquarters, as appropriate, and comprehensive statements regarding a theft must be included in the staff member=s final narrative report, if applicable. This process is always accomplished in cooperation with the Logistics function.

3. Loaned equipment. Loaned cellular telephones are not only non-expendable resources, but also must be returned to the loaner and properly accounted for at the end of the operation. The Communications function is responsible for ensuring the return of all rented, borrowed, or donated communications equipment.

4. Telephone lists. Telephone lists on disaster relief operations are critical items that should be compiled as quickly as possible after telephones are installed. Distribution should be made to all of the functions on the operation and to all service delivery sites as well. Telephone lists should be updated as required, must be dated, and a copy of each edition must be faxed to the Disaster Operations Center as soon as it is available.

VII. TRANSITION AND CLOSING OF THE COMMUNICATIONS FUNCTION
A. Reducing Services as Needs Decrease
In coordination with the appropriate function officers, the Communications officer should recommend to the director of the relief operation the orderly reduction of telecommunication services. Removing telephone lines that are no longer needed is critical both to eliminate unnecessary costs and to ensure that services are not accidentally left active in closed facilities. Equipment should be redistributed, when possible, to limit the amount of equipment needed on an operation. As the Communication function demands decrease with the restoration of normal telephone service, the Communications officer should develop a plan to release staff.

B. Effective Transition and Closing of the Communications Function

The smooth transition of any remaining communication support to the local unit when the relief operation closes and closing the activities of the Communications function on the relief operation are critical to the success of the services provided. The decision to close the Communications function or provide support through the local unit(s) will depend on the number of open Family Service, Disaster Health Services, and/or Disaster Mental Health Services cases, and the possibility of an Additional Assistance team being assigned to complete the service to clients. The ability of Communications staff in the local unit(s) to complete the services required must also be evaluated.

The Communications officer should prepare a transition/closing plan based on conversations with the local unit(s), the Communications function lead at national headquarters, and the director of the relief operation. Information about preparing a transition plan can be found in Appendix 2.

Once the decision to close the function has been made, the following actions must be taken:

- Equipment such as pagers, cellular telephones, fax machines, radios, and other communications equipment must be accounted for and properly inventoried. All borrowed and rented equipment must be returned to the source from which it was obtained. . All lost or damaged equipment must be replaced or repaired. It is important to obtain signed receipts when returning rented or loaned equipment. If the equipment is being shipped via Federal Express to the source from which it was obtained, the Fed Ex receipt should be kept by the Communications officer and put in the Communications book for the operation.

- Communications equipment that remains when the Communications officer leaves the operation should be shipped back to national headquarters at the end of the operation. The address for shipping these items is:

  American Red Cross
  Disaster Services Communications (DR_____)
  8111 Gatehouse Road, B-2
  Falls Church, VA 22042-1213
  Tel. 703-206-6222

- Communications equipment that will require termination of leases, rentals, and/or appropriate salvage once the operation closes should be identified and reviewed with the appropriate transition officer or chapter staff. Current inventory, existing agreements, outstanding service orders and terminations required as the operation transitions to chapter responsibility should be covered in the Transition Plan. In discussion with the director, clear instructions should be provided so that there are no questions regarding the remaining, and/or outstanding, issues which need to be addressed. Any agreed-upon procedures made with and approved by the director of the operation, should be shared and clarified with the appropriate transition officer.

- All telephone lines or communication services which were opened for an operation must be closed. Disconnect order numbers should be provided for all telephones lines using the *Communications TELCO Service Order* Form (Annex E). This will ensure proper accountability of telephone lines, to include the proper disconnect. Separate termination actions must be accomplished with each service provider, including the long distance service as well as the telephone line service.

- The Communications function must maintain records of billing arrangements if pagers, radios or cellular telephones are leased or rented, as well as for telephone lines installed on/for the operations. The following address must be provided to all communications vendors providing communications goods or services to the operation for all nationally accounted disaster relief operations:

American Red Cross - Disaster Services DR#_____
Communications Function Lead - Second Floor
8111 Gatehouse Road
Falls Church VA 22042-1213

- On other than nationally-accounted operations, the Communications officer is responsible for seeing that any and all communications-related bills received on the relief operation are reconciled and submitted for payment. All bills which are approved for payment on the relief operation must be copied and these copies placed in the Communications book as the operation closes. As noted above, the primary method of billing for nationally-accounted operations will be direct to the Communications function lead at national headquarters.
- Arrange for proper disposition of all Communications records and forms as follows:
  - C Give the original Communications officer narrative and any appendices to the director of the relief operation, with a copy to be sent to the local unit(s).
  - C Send a copy of the Communications officer narrative and any appendices to the Communications function lead at national headquarters. The original copies of all other Communications narratives are also forwarded to the Communications function lead.
  - C Make copies of all order and disconnect paperwork for the local unit if the Communications function will remain to support on-going relief services, send original copies to the Communications function lead.
    - Brief the Communications leadership and/or disaster director(s) of the local unit(s) onC
  - C Where the remaining equipment is, when it is due to be returned to the Communications function for proper disposal.
  - C Disposal of remaining equipment following the closing of the relief operation.
  - C Billing procedures.
  - C Agreements used during the disaster. Supply a list to the unit(s) of jurisdiction of all resources developed by the unit that were contacted during the disaster operation as well as new resources secured in the local area.
- Complete all exit interviews, performance evaluations, and narrative reports.
- Submit a list of all individuals, agencies, and organizations that should receive letters of appreciation or certificates of recognition to acknowledge their contributions in helping to deliver Communications services. Ensure that a copy of the list is also shared with the local unit(s).
- Return all supplies as directed by the Logistics function.

VIII. CONCLUSION

Once the disaster relief operation is completed and has closed, units should hold a critique of their communication activities. Preparedness issues should be discussed, necessary actions taken and agreements secured, and the appropriate changes made to the unit=s disaster response plan.

SUBJECT MATTER INDEX FOR ARC 3058

ANNEX A. COMMUNICATIONS CHECKLIST

When a disaster strikes or threatens, the person responsible for the Communications function in the Red Cross UNIT will immediately—

1. Alert appropriate members of the unit and volunteer agencies such as amateur radio or GMRS/REACT groups. Local vendors providing various communications services (e. g. telephone, pager, radio companies) should also be alerted for possible support to the disaster relief operation. Lists of the points of contact should be maintained.

2. In consultation with the disaster chairman or director, activate all or part of the Communications annex to the unit=s disaster response plan as indicated by the particular situation. The following should be considered:

    a. Determine if the Public Switched Telephone Network (PSTN, or local telephone system) appears to be operational. If not, develop alternate communications resources.

    b. Ensure that the Disaster Action Team can communicate with headquarters.

    c. Ensure that disaster headquarters or Red Cross unit is able to communicate with all Red Cross units, and with essential government and community contacts.

    d. If the local government Emergency Operations Center (EOC) is operational, ensure that Red Cross Government Liaison staff can communicate with Red Cross headquarters.

    e. Establish emergency radio communications capabilities needed at headquarters, shelter sites or other service facilities.

    f. Recruit additional telephone operators, people to answer telephone, messengers or other Communications function staff, and arrange for training, when needed.

    g. Arrange for training for workers in the use and maintenance of the FAX machine and other communications equipment, as needed.

    h. Develop and distribute a list of the appropriate telephone numbers for the various functions, shelter locations, and Red Cross and community disaster-related personnel; and a list of appropriate radio-contact facilities and instructions on how to use them.

    i. Arrange for training for workers on how to make and answer cellular telephone calls and on Red Cross radio procedures, when needed.

    j. Make provisions for alternative communications for disaster relief operations headquarters to contact the affected unit(s), state lead chapter for Disaster Services, and the Disaster Operations Center at national headquarters.

ANNEX B. COMMUNICATIONS FUNCTION EQUIPMENT AND SUPPLIES

In order to respond quickly to disaster and avoid any delay in providing communications between shelters, headquarters, local government, etc., persons responsible for communications preparedness in local Red Cross chapters should ensure that the following supplies are readily available:

Communications Equipment Loan Record (Form 4611C) (See Annex J)

Nonexpendable Property Record (Form 5691)

Disaster Relief Temporary Name Tag (Form 6712)

American Red Cross Official Message (Form 4612) (See Annex H)

Communications (ARC 3058)

Response to Disaster (ARC 3030)

Red Cross sleeve I.D. patches (320339)

Baskets or boxes for incoming, outgoing messages

Paper, 8-1/2" white pads

Pencils

Telephone instruments

Telephone Wire

RJ-11 jacks

Communications annexes to the Disaster Response Plans of the affected unit(s)

Communications Log book

Signed agreements with local agencies regarding communications

Chapter-owned two meter amateur radio w/packet

Red Cross 47.42 MHZ base station and mobile radios, portable radios for shelters

Computer system with word processor

Emergency generator, power cords

12 Volt marine battery w/charger

Portable white boards or chalk boards

Portable 110 Volt lamps

Flashlights/batteries

ANNEX C. COMMUNICATION EQUIPMENT LIST

KIT #	KIT TYPE	DESCRIPTION
AMSC 1	Portable briefcase Sat unit	AMSC ST-151 satellite phone, battery & charger
AMSC 2-6	Transportable fixed Sat unit	AMSC ST-111 disaster kit with dispatch mike
AL 1-12	Low band base antenna	Low band Acandlestick@antenna
AU 1-2	UHF base antenna	UHF Acandlestick@antenna
AUB 1-2	UHF beam antenna	8db UHF beam
BAT 1-2	Battery pack for HF-1 or 2	12 volt high capacity rechargeable battery pack
COM 1-5	Technician kit for telephone operations	Wire, jacks, blocks, extension cords, adapters, 12 volt power supplies and misc. equipment.
CW 1-2	Communications wire supplies	Telephone wire
CP 1-8	Cellular telephone kit	25 cellular phones, 25 chargers, 25 car adapters
DSS 1-3	Satellite TV receiver kit	1 DSS dish, receiver, & cable
FAX 1-2	Fax machine kit	QRT fax machine
FB 1-10	Low band fixed base kit	Low band radio, power supply, antenna, and cable
FC 1-2	Fixed cellular kit	4 line unit with combiner & cable
FC 3-4	Fixed cellular kit	2 line unit with combiner & cable
HF 1-2	HF radio kit with ALE	Transworld HF with ALE, tuner, and antenna
HF 3-5	HF radio kit	Harris HF with tuner, and antenna
HF 6	HF radio kit	Yaesu HF radio with G5RV antenna
HL 1-2	Hotline kit	5 telephone headsets and 2 answer machines
LM 1-8	Low band mobile	Low band mobile radio, cig. adapter, and antenna
PGR 1-4	Pager kit	25 Nationwide pagers and 50 batteries
PHN 1-14	Telephone sets kit	25 POTS, 1 speaker phone, tape, and extra cords
PHN 15-26	Telephone sets kit	26 speaker phones, tape, and extra cords
PHN 31-34	25 phones - disposable	25 telephone sets, non-standard type
PROG 1	Radio programming kit	Laptop computer, cables, and software
PS 1-4	Power Supply kit	15 110 volt to 12 volt power converters for cellular
RAD 1-5	Low band hand-held kit	6 radios, 18 batt., 1 rack & 2 single chargers
SK 1	Fax machine starter kits	Fax machine starter kits for Lanier 5112
SWR 1	SWR meter	30-1000 MHZ SWR meter and cables

SWR 2	SWR/Volt meter	MHZ SWR meter, cables, and VOM
TONE 1	Toner kit for 5112	Toner for Lanier 5112 machines
TK 1-2	Communications Tool kit	Telephone test set, punch tool, crimpers, & tone set
RPT 1-3	UHF Repeater	UHF repeater, coax, and duplexer
UH 1&3	UHF handhelds	19 Motorola handholds & 38 batteries
UH 2&4	Radio chargers	19 Motorola chargers
UH 5	UHF handholds & chargers	10 Vertex radios, 1 rack & 4 single chargers
UM 1-8	UHF Mobile/base	Vertex mobile, power supply, Cig. plug, & antenna

NOTE: The above listed equipment is a sample of what is available from national headquarters. This list changes frequently as future technologies and procedures change.

ANNEX D. DISASTER FACSIMILE (FAX) SERVICE

PURPOSE :   To establish the procedures for obtaining and operating FAX service in support of a disaster relief operation.

SCOPE :   The installation and maintenance of FAX service is one of most critical elements to the success of a disaster relief operation. Close coordination with the director and all functions is essential. A common user FAX Center operated and maintained by the Communications officer ensures smooth and timely traffic flow. These procedures are recommended in the initial set-up, maintenance, and close down of FAX service in support of a disaster relief operation.

SERVICE REQUIREMENTS

1. It is essential that the Communications officer and the director review the needs of the various functions and support activities at the early stages of a disaster. A needs assessment is necessary to determine the type and amount of FAX service to be ordered. Consideration should be given to all factors and elements affecting fax support. The needs assessment should address, at a minimum**C**
   a.   Number of FAX machines and lines required.
   b.   Locations (e.g., headquarters, shelters, service centers, kitchens, warehouse, DWI Search Unit, DWI Center, yellow processing center, etc.)
   c.   Type of equipment (plain paper vs. fax paper. Only plain paper FAX machines should be utilized on a disaster relief operation if possible. This is especially important when a high volume of incoming messages is expected).
   d.   Long distance service. (Carrier of choice is AT&T; tell the local phone company that PIC code for SDN is 10732.)

2. Ordering Service: FAX machines can be obtained from any the following sources:

   a.   Unit disaster relief resources.
   b.   National headquarters warehouse stock.
   c.   National vendor accounts.
   d.   Local vendors.

   Fax machines are classified as either fixed assets or nonexpendable equipment, depending on cost, and are purchased as a last resort. They should be borrowed, donated, or rented before being purchased.

3. Billing: The Communications officer must ensure that all service charges, transportation charges, and both local and long distance telephone charges for the FAX service are associated with the DR number. The Communications officer is also responsible for ensuring that the local vendor, if used, is notified of the Red Cross billing address for the relief operation.

4. Records: Communications officers will maintain a list of all FAX machine serial numbers, by location. The list should be forwarded to the Communications function lead at national headquarters. The FAX list should include the following information:
   •   Telephone number.
   •   Location.
   •   Source of equipment.
   •   Type.
   •   Serial number.
   •   Service dates.

5. Cost Considerations: Communications officers should endeavor to provide the minimum essential service required at the least cost. This includes limiting the number of FAX machines to those absolutely necessary. A recommended guide for the number of FAX machines for a disaster relief operation is as follows:

LOCATION	Level III	Level IV	Level V
Headquarters	1	2-3	3-6
Dist HQ	1	2	2-3
Service Center	1	1	1-2
Warehouse	1	1	1-2
DWI Search Unit	2	2	2-4
Kitchen	0	1	1
Shelter	1 (pop >250) regardless of level of operation		

6. Common User Service: On large Level IV and for all Level V operations it is recommended that the Communications officer establish a common-user FAX center at the headquarters. This would include at least two plain paper FAX machines (one outgoing and one incoming) and volunteers to operate the FAX Center. Heavy usage may require two incoming lines with rollover capability. A thermal fax unit may be a good choice for outgoing service. A common user FAX center allows the flexibility of controlling the flow of message traffic and ensuring all traffic is properly accounted for. The number for the outgoing FAX is never published, thus preserving the integrity of the line for outgoing faxes only.

7. Telephone Lists: FAX telephone numbers by function should be included in all telephone lists. It is also recommended that a separate list containing FAX telephone numbers for the entire disaster relief operation be published.

8. Other considerations: Establishing FAX connectivity with the Disaster Operations Center at national headquarters should be a top priority when installing telephone line service.

ANNEX E. COMMUNICATIONS TELCO SERVICE ORDER

Location Code:_____

Location Name:_____

Address:_____

City: _____ State:_____

Zip:_____

Telephone Number(s) at Location:

Contact at Location: _____ Hours:_____

Contact Phone: _____

Requested Date for Service:_____

Ordered Date:_____ Order Taker:_____

Telephone Co:_____ Phone:_____

Order Number:_____

Tax Exempt Number Sent?_____   Bill To: American Red Cross DR # _____

                                                         Communications Function Lead, Second floor

AT&T LD Requested? _____   8111 Gatehouse Road

                                                         Falls Church VA 22042-1213

Pre-wire Date: _____

Install Date: _____

Disconnect Date: _____   Order Taker:

Disconnect Order Number:

Number of Lines Requested: _____

MAIN BILLING NUMBER:

NUMBERS:

AUDIT: _____ **DATA ENTRY:** _____ **COMPLETED:** _____

FAX COMPLETED FORM TO COMMUNICATIONS AT (703) 206-6737

ANNEX F.   **RECOMMENDED TELEPHONE/CELLULAR TELEPHONE/PAGER INSTALLATION AND DISTRIBUTION**

Headquarters	Telephone Lines	Cellular Telephones	Pagers
Level III	25 (10-25)	25	20
Level IV	45 (30-45)	41	25
Level V	60 (40-60)	56	40

Warehouse	Phones	Cellular Telephones	Pagers
Level III	1	0	0
Level IV	2-4	2	3
Level V	4-6	4	4

Service Center*	Phones	Cellular Telephones	Pagers
Level III	3-4	5	5
Level IV	4-6	8	6
Level V	6-8	10	7

Shelter*	Phones	Cellular Telephones	Pagers
Level III	1	1	1
Level IV	1	1	1
Level V	1	1	1

* Short duration service centers and shelters may be more economically and better served by providing cellular telephones and pagers instead of hard-wired telephones.

Kitchen	Phones	Cellular Telephones	Pagers
Level III	1	1	1
Level IV	1	1	1
Level V	1	1	1

NOTE: Cellular telephones and pagers may be transferred from function to function as the operation matures from Damage Assessment to delivery of services. Thus, units given to Damage Assessment may be available to be transferred to Family Service within seven days of the initiation of an operation.

ANNEX G. DISASTER TELEPHONE SERVICE

PURPOSE: To establish the procedures for obtaining telephone service in support of a disaster relief operation.

SCOPE :   The installation and maintenance of telephone service is one of the most critical elements to the success of a disaster relief operation. Close coordination with the local company and the long distance carrier is essential. Also, a good understanding of the needs and requirements on the disaster relief operation will ensure smooth and timely communications support at effective costs. These procedures are recommended in the initial set-up, maintenance, and close down of telephone service in support of a disaster relief operation.

SERVICE REQUIREMENTS

1. It is essential that the Communications officer and director review the needs of the various functions and support activities at the early stages of a disaster. A needs assessment is necessary to determine the type and amount of service to be ordered. Consideration must be given to all factors and elements affecting telephone support. The needs assessment should address at a minimum**C**
    a. Number of telephone lines and instruments required.
    b. Locations. (e.g. headquarters, shelter, service centers, kitchens, warehouse, DWI Search Unit, DWI Center, Yellow Processing Center, etc.)
    c. Type of service. (e.g. business lines, call forwarding, call waiting, call block, rollover, etc.)
    d. Long distance service. (Carrier of choice is AT&T)

2. **Ordering Service:** Contact should be made with the local telephone operating company or companies immediately. This point of contact should be able to take orders, determine pricing, handle trouble calls, and activate and deactivate lines upon request. When determining telephone service needs, include requirements for data (modem) and fax lines. The Communications officer should determine, with the director, who has the authority to order telecommunications equipment and service. It is recommended that this authority reside solely with the Communications officer. This authority should be communicated immediately and in writing to the point of contact at the local phone company. Issues that should be directed and worked through the local company point of contact are**C**
    a. Number and type of telephone lines required.
    b. Type of service required.
    c. Long distance carrier. (AT&T is the carrier of choice)
    d. Call restrictions. (All lines should be blocked for 900 calls)
    e. Activation and deactivation orders. (All verbal orders need to be confirmed via fax)

3. **Billing:** All telephone lines used in support of a disaster relief operation should be identified by the telephone company with the DR number. The Communications officer must ensure that all service charges and local and long distance charges are associated with the DR number. The Communications officer is also responsible for ensuring that the local telephone company or companies and the long distance carrier is provided the following address for all telephone bills associated with the relief operation:

    American Red Cross - Disaster Services DR#_____
    Communications Function Lead - Second Floor
    8111 Gatehouse Road
    Falls Church VA 22042-1213

4. **Records:** The Communications officer will maintain a list of all telephone numbers by location. The list should be forwarded to the Disaster Operations Center at national headquarters. The telephone list should include the following information:

- Telephone number.
- Location.
- Local telephone company provider(s).
- Long distance provider.
- Line statusCactivated or disconnected.
- Service datesCstart and stop dates.
- Special features.

5. **Cost Considerations:** The Communications officer should endeavor to provide the minimum essential service required at the least cost. This includes limiting unneeded features, long distance service, and the number of individual lines requested. The installation for the first month of use can cost the disaster relief operation between $50 to $150 per line. A recommended guide for the number of lines for a disaster relief operation is as follows:

LOCATION	Level III	Level IV	Level V
Headquarters	10-25	30-45	40-60
Service Center	3-4	4-6	6-8
Warehouse	1	2-4	4-6
Kitchen	1	2	3
Shelter	1	1	1

6. **Long Distance Service:** The long distance carrier for disaster relief operations will be AT&T, unless another carrier is approved by the Communications function lead. When ordering AT&T long distance service from the local telephone company, tell them that the PIC code for SDN is 10732. The Communications officer, in conjunction with the director, should determine what lines will have long distance capability and to what extent. It is recommended that only one third of all the telephone lines at a location have unrestricted access. Access should be determined by the needs of the function. Service considerations per telephone line should includeC
   a. Intrastate service. (Local service)
   b. Area code restrictions
   c. Country code restrictions.
   d. 900 call restriction.
   e. Call waiting, call forwarding.

7. **Telephone Lists:** It is recommended that Communications officers utilize the format found in the DROMIS Logistics module. If required, copies of this format will be provided by the Communications function lead at national headquarters on 3.5 disc format upon request.

8. **800 Numbers:** National headquarters has a group of 800 numbers which are available for assignment to disaster relief operations. Contact the Communications function lead, or the Disaster Operations Center for the number to be assigned. Hot line kits (headsets and answering machines) are available for shipment to the operation.

9. **Telephone Relay Services for the Hearing Impaired:** See Annex K for telephone relay services in each state, as well as Puerto Rico, and the U. S. Virgin Islands. These services relay messages between people who have a TTY and those who do not. A TTY/TDD is a device that people who cannot hear or who cannot speak use to communicate with others.

ANNEX H. *American Red Cross Official Message* **(FORM 4612)**

American Red Cross OFFICIAL MESSAGE

☐ PRIORITY ☐ ROUTINE

ORIGINATOR	EXT.	DATE	TIME	CODE

FROM:

TO:

American Red Cross Form 4612 (Rev. 1-80)

ANNEX I. *Instructions for Using Mobile Two-Way Radio* (FORM 5800)

INSTRUCTIONS FOR USING TWO-WAY RADIO

This radio tactical identifier is:_____

This radio FCC call sign is:_____

TURNING EQUIPMENT ON & OFF: Use the ON/OFF power switch located on the control head. Unit should light up.

RECEIVER CONTROLS: Volume control knob is located on the control panel, turning it to the right or left, will determine how loud you receive transmissions.
Squelch control prevents noise in speaker during absence of incoming signals.
To adjust squelch, with mike off its hang up clip, turn the squelch control knob (if equipped)
until you hear a hissing noise on speaker, then turn squelch control in opposite direction only far enough to cut off hissing noise.

CHANNEL SELECTION: Turn the channel knob to change desired frequency. Make sure you know the channel you'll be operating on before leaving base.

OPERATING TECHNIQUES:
1. Pick up microphone and monitor channel for at least 15 seconds to make sure channel is not being used.
2. Press microphone button to talk. Release to hear.
3. Speak in normal voice with microphone approximately 1 inch from your mouth.
4. Identify stations by ERV number or TACTICAL IDENTIFIER.
5. Be brief, and to the point. Think about what you want to say before transmitting.
6. Base station(s) is the net control over mobiles.
7. Do not transmit when another station is on air. Do not attempt to "break/stop" another station's transmission since the other station cannot hear you while transmitting.
8. Be polite. No profanity. Do not transmit confidential information. REMEMBER, talk in situations not personal names, addresses, or data. Anyone can monitor radio operations.
9. Numbers such as 100 should be transmitted as "one zero zero". Letters can be spelled out using the International phonetic alphabet (IE: Kilo, Alpha, Zulu)
10. Weak Signal? Move to new location. Radio operates on a line-of-site basis. Higher ground should improve signals. Other stations may be able to relay for you if needed.
11. EMERGENCY OR MAYDAY messages take priority over all other transmissions.

STATION IDENTIFICATION: During each exchange of transmissions, or once every 15 minutes during times of continual operation, the FCC call sign must be transmitted. Mobile units are not required to announce the mobile station call sign. Identify the mobile unit by it's tactical call sign.

SAMPLE MESSAGES:
Mobile: ERV 2018 to KITCHEN 1.
Base: KITCHEN 1, go ahead ERV 2018.
Mobile: Completed feeding route, returning to kitchen.
Base: Message received ERV 2018, KGB-223 clear.
Mobile: SHELTER 6 to HEADQUARTERS.
Base: HEADQUARTERS go ahead SHELTER 6.
Mobile: We need one zero five additional cots for tonight.
Base: Message received one zero five cots, will check and advise SHELTER 6, KGB-223 clear.

American Red Cross Form 5800 (Rev. 7-97)

ANNEX J. COMMUNICATIONS EQUIPMENT LOAN RECORD

American Red Cross		**COMMUNICATIONS EQUIPMENT LOAN RECORD**	
Recipient Name (Print):			DR #
Agency:	Function:		Location:

ASSET DESCRIPTION	ISSUED Quantity Date		RETURNED Quantity Date	
□ Cellular Telephone #:	1			
□ Pager #:	1			
□ Two-way Radio #:				
□ Battery(s)				
□ Charger Base □ Charger Transformer □ Car Adapter □ Antenna				

I understand that the above described property is <u>LOANED</u> and not to be transferred to anyone else or sold by me. I agree to give the property good care and to return it including all accessories when requested by the American Red Cross. I understand that telephone and pager airtime usage records will be reviewed and that **I will use this equipment for American Red Cross business use only.**	Issuing Worker	Receiving Worker
	Data Entry	Complete

Signature of Recipient   American Red Cross Form 4611C (Rev.5/98)

American Red Cross   NONEXPENDABLE PROPERTY RECORD

ITEM		DR NO.
SERIAL NO.	REMARKS: MAKE/MODEL/COLOR	CARD NO.
LOCATION OF PROPERTY		INVENTORY NO.

□ PURCHASED	PURCHASE PRICE $	REFERENCE	OWNER OR LESSOR				
□ AUTHORITY FOR PURCHASE	DATE		ADDRESS				
NAME TITLE			□ RENTAL	DATE REC'D	DATE RET'D	RENTAL FEE	□ DAY □ WEEK □ MONTH
□ DONATED	OWNER		DATE	RENT PAID TO		AMOUNT	REFERENCE/INVOICE NO.
DATE REC'D:	ADDRESS						
	PHONE						
□ LOAN	OWNER						
DATE REC'D:	ADDRESS						
DATE RET'D:	PHONE						

USE REVERSE SIDE FOR ADDITIONAL INFORMATION   American Red Cross Form 5691 (Rev. 5-85)

ANNEX K. TELEPHONE RELAY NUMBERS BY STATE FOR COMMUNICATING WITH PEOPLE WITH HEARING IMPAIRMENTS

Alabama	800-548-2546 800-546-2547/V	Kansas	800-766-3777*	Oklahoma	800-522-8506 800-722-0353/V
		Kentucky	800-648-6056 800-648-6057/V		
Alaska	800-770-8973 800-770-8255/V			Oregon	800-735-2900 800-735-0644/C
		Louisiana	800-846-5277 800-947-5277/V		800-735-1232/V
Arizona	800-367-8939 800-842-4681/V			Pennsylvania	800-654-5984
		Maine	800-437-1220 800-457-1220/V		800-654-5988/V
Arkansas	800-285-1131 800-285-1121/V			Puerto Rico	800-240-2050 800-208-2828/L
		Maryland	800-735-2258*		800-260-2050/V
California	800-735-2929 800-735-2922/V 800-735-0091/C	Mass.	800-439-2370 800-439-0183/V		800-290-2828/V
(Spanish)	800-855-3000/S	Michigan	800-649-3777*	Rhode Island	800-745-5555 800-745-1570/C 800-745-6575/V
Colorado	800-659-2656 800-659-3656/V 800-659-4656/C	Minnesota Mnpls-St. Paul	800-627-3529* 612-297-5353*	S. Carolina	800-735-2905*
		Mississippi	800-582-2233 800-855-1234/C 800-855-1000/V	S. Dakota	800-877-1113*
Connecticut	800-842-9710 800-842-9710/C 800-833-8134/V			Tennessee	800-848-0298 800-848-0299/V
		Missouri	800-735-2966 800-735-2466/V	Texas	800-735-2989 800-735-2988/V
Delaware	800-232-5460 800-232-5470/V	Montana	800-253-4091 800-253-4093/V		800-735-2991/C
DC	202-855-1234 202-855-1000/V			Utah	800-346-4128*
Florida	800-955-8771 800-955-8770/V	Nebraska	800-833-7352 800-833-0920/V	Vermont	800-253-0191 800-253-0195/V
		Nevada	800-326-6868 800-326-6888/V	Virgin Islands	800-440-8477 800-809-8477/V
Georgia	800-255-0056 800-255-0135/V	New Hamp.	800-735-2964*	Virginia	800-828-1120 800-828-1140/V
Hawaii	Area Code 711: 808-643-8833 Area Code 511/V 808-546-2565/V	New Jersey	800-852-7899 800-852-7987/V	Washington	800-833-6288 800-833-6384/V 800-833-6385/B
		New Mexico	800-659-8331 800-659-1779/V		
Idaho	800-377-3529 800-377-1363/V	New York	800-662-1220 800-421-1220/V	West Virginia	800-982-8771 800-982-8772/V
Illinois	800-526-0844 800-526-0857/V	N. Carolina	800-735-2962 800-735-8262/V	Wisconsin	800-947-3529* 800-272-1773/C
(Spanish)	800-501-0864/S				
Indiana	800-743-3333*	North Dakota	800-366-6888 800-366-6889/V	Wyoming	800-877-9965 800-877-9975/V
Iowa	800-735-2942 800-735-2943/V	Ohio	800-750-0750*		

Nationwide Long Distance Relay Services

AT&T	800-855-2880
	800-855-2881/V
	800-855-2882/C
	800-855-2883/B
(Spanish)	800-855-2884/S
(Spanish)	800-855-2885/V
(Spanish)	800-855-2886/C
Hamilton	800-833-5833
	800-833-7833/V
MCI	800-688-4889
	800-947-8642/V
Sprint	800-877-8973*

* Voice & TTY   B: Telebraille   C: Computer   V: Voice   Blank: TTY   S: Spanish   L: Long Distance
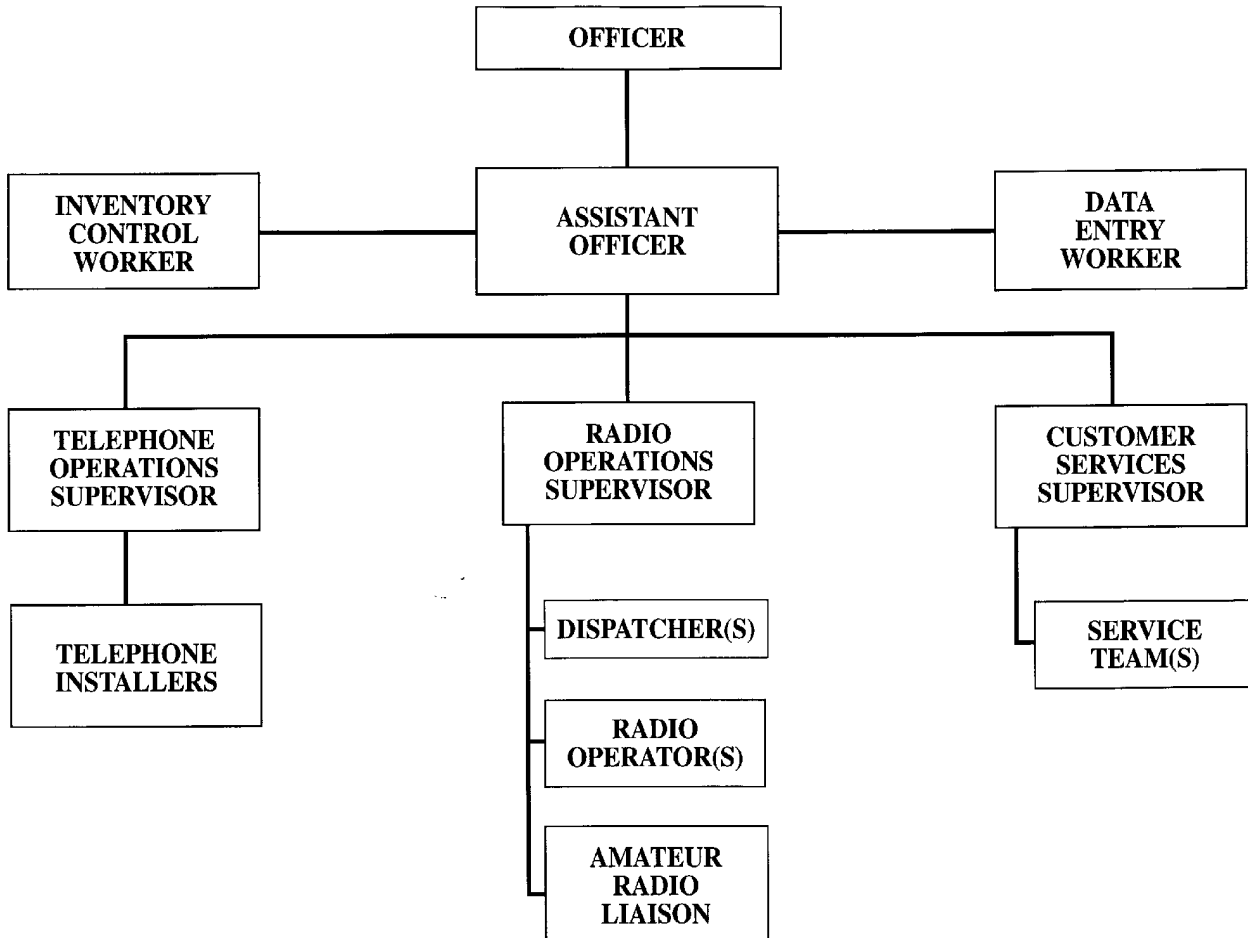
Telephone Relay Customer Services Directory

These are Customer Service Numbers for relay services. Call these numbers if you have questions, problems, or concerns about relay services provided in each state.

Alabama	800-682-8786			Oregon	800-377-1150
		Michigan	800-432-5413		503-236-0590*
Alaska	907-376-6770*		313-645-2830	Pennsylvania	800-682-8786
Arizona	800-347-1695	Minnesota	612-282-2677*	Puerto Rico	800-682-8786
Arkansas	800-715-5462	Mississippi	800-557-7755*	Rhode Island	800-377-1101
			601-371-8020*		317-469-0609
California	800-377-1140				
	916-928-3400*	Missouri	800-377-1180	South Carolina	800-377-1170
			816-478-5415		704-362-8832
Colorado	800-377-1130				
	303-297-5269	Montana	800-682-8786	South Dakota	800-377-1180
					816-478-5415
Connecticut	800-377-1101	Nebraska	800-322-5299*		
	317-469-0609		402-684-5299*	Tennessee	800-682-8786
Delaware	800-682-8786	Nevada	800-377-1190	Texas	800-578-6275
			515-283-1765		
District of	800-682-8786			Utah	801-262-3931
Columbia		New Hamp.	800-377-1190		
			603-225-9633	Vermont	800-682-8786
Florida	800-955-8013*				
		New Jersey	800-682-8786	Virgin Islands	800-682-8786
Georgia	800-682-8786				
		New Mexico	800-377-1190	Virginia	800-682-8786
Hawaii	808-945-3533*		515-283-1765		
	808-546-2566			Washington	800-682-8786
		New York	800-682-8786		
Idaho	800-368-6185*			West Virginia	800-682-8786
		North Carolina	800-377-1170		
Illinois	800-682-8786		704-362-8832	Wisconsin	800-283-9877
Indiana	800-377-1101	North Dakota	800-377-1180	Wyoming	800-377-1180*
	317-469-0609		816-478-5415		816-478-5415
Iowa	800-377-1190	Ohio	216-476-6002		
	515-283-1765			**Nationwide Long Distance**	
		Oklahoma	800-578-6275	**Customer Services**	
Kansas	913-865-3271*		512-873-1015		
				AT&T	800-682-8786
Kentucky	800-682-8786				
				Hamilton	800-833-5893
Louisiana	800-333-0605*				800-833-7833*
Maine	800-682-8786			MCI	800-374-4833
Maryland	800-377-1120				
	410-764-5862			Sprint	800-676-3777*
Mass.	508-460-3910*				

ANNEX L. SAMPLE TABLE OF ORGANIZATION FOR THE COMMUNICATIONS FUNCTION

The Communication function Service Delivery Plan, when approved by Administration, will form the basis of the table of organization for the function. The Communications officer will meet with his/her staff to put in place a typical organizational unit. The following table of organization (TO) is intended to be a representative organizational structure for Level V operations. This structure is intended to be a guide and it is recognized that communications staffing requirements will vary depending on the type of disaster, geographical area, and other factors.

```
                              ┌──────────────┐
                              │   OFFICER    │
                              └──────┬───────┘
                                     │
   ┌─────────────┐           ┌──────────────┐           ┌─────────────┐
   │  INVENTORY  │           │  ASSISTANT   │           │    DATA     │
   │   CONTROL   ├───────────┤   OFFICER    ├───────────┤   ENTRY     │
   │   WORKER    │           └──────┬───────┘           │   WORKER    │
   └─────────────┘                  │                   └─────────────┘
        ┌────────────────────┬──────┴────────────────────┐
   ┌─────────────┐     ┌──────────────┐            ┌─────────────┐
   │  TELEPHONE  │     │    RADIO     │            │  CUSTOMER   │
   │ OPERATIONS  │     │  OPERATIONS  │            │  SERVICES   │
   │ SUPERVISOR  │     │  SUPERVISOR  │            │ SUPERVISOR  │
   └──────┬──────┘     └──────┬───────┘            └──────┬──────┘
          │                   │                           │
   ┌─────────────┐     ┌──────────────┐            ┌─────────────┐
   │  TELEPHONE  │     │ DISPATCHER(S)│            │   SERVICE   │
   │  INSTALLERS │     └──────────────┘            │   TEAM(S)   │
   └─────────────┘     ┌──────────────┐            └─────────────┘
                       │    RADIO     │
                       │ OPERATOR(S)  │
                       └──────────────┘
                       ┌──────────────┐
                       │   AMATEUR    │
                       │    RADIO     │
                       │   LIAISON    │
                       └──────────────┘
```

Staff should be assigned to these positions in the numbers and specialties required for efficient and effective communications support.

ANNEX M. COMMUNICATION BUDGET WORKSHEET

DR #_____

Date: _____ Estimate # _____   Completed by: _____

TELEPHONE LINES	Budget	Committed
_____ Lines X $225.00 each (includes installation, service, & LD)	$	$

800 CLIENT HOTLINE SERVICE:

_____ of days X $75.00 per day.	$	$

CELLULAR TELEPHONE SERVICE:

Air time charges: _____ units X $75.00 per month.	$	$
Equipment rental charges:$ _____ per unit X _____ units.	$	$
Access charges: $_____ per unit X _____ units.	$	$
Cellular unit air time: _____ units X $100.00 per month.	$	$

PAGER SERVICES:

_____ number of pagers X $25.00 per month.	$	$

SATCOM SERVICES:

AA & M@Service: $400 per hour X _____ hours used.	$	$
AC@Service: $4.00 per message X _____ messages sent.	$	$
AMSC Voice Service: $2.49 per min. X _____ minutes used.	$	$
AMSC Dispatch Service: $100.00 per unit, per month	$	$

FAX MACHINES:

Lanier equipment: _____ machines, at $205.00 per month.	$	$
Local equipment $_____ per machine, per month	$	$

TECHNICAL SUPPLIES:

Telephone wire, installation supplies, repair costs at following levels: III $1,000 IV $2,000 V $3,000-4,000	$	$

OTHER COSTS:

	$	$
	$	$

TOTAL BUDGET FOR RELIEF OPERATION	**$**	**$**
Class 7 Administration costs (30% of total)	$	$
Class 8 Direct service to clients (65% of total)		
Class 9 Development (5% of total)	$	$

FAX COMPLETED FORM TO COMMUNICATIONS AT (703) 206-6737 FOR REVIEW

APPENDIX 1
SERVICE DELIVERY PLAN

The purpose of a service delivery plan is to serve as a road map within a function to show the overall direction of the function and to be used to coordinate action among functions on a disaster relief operation. Each service delivery plan contains the services that the function must provide to accomplish the plan within the scope of the relief operation.

Step 1.   Gather Information
Prior to writing the plan, information must be gathered about what has occurred and expectations about what may occur. Both internal and external sources should be used to gather the information listed below.
- History of Communications services offered on this disaster relief operation by the affected unit(s) and the state lead chapter for Disaster Services.
- Requests of the Communications function from other functions on the disaster relief operation, the affected units, and the state lead chapter for Disaster Services.
- History of Communications activity in similar disasters within the same area.
- History of Communications activity in similar disasters in other parts of the country, obtainable from the Communications function lead at national headquarters.
- The personal/professional experience of the person writing the plan derived from similar incidents should also be included.

- **Step 2.   Determine the needs**
- Based on the information gathered, determine the possible needs of the relief operation by answering the following questions.
- **WHO** needs Communications services?
- **WHAT** Communications services will be needed?
- **WHAT** is the projected size or volume of service?

- **Step 3.   Develop a plan**
- Based on steps 1 and 2, create a written plan explaining how the Communications function should be structured by determining:
- **HOW** services will be provided.
- **HOW LONG** the services will be needed.
- **WHERE** the services will be provided.
- **WHAT** staff and equipment will be required to provide the identified services.
- **UNIQUE CHALLENGES** presented by this disaster and how they will be met.

Step 4.   Share the plan
In conversations with the Communications function lead at national headquarters, ensure that the plan meets all requirements and is ready for submittal to the director of the disaster relief operation for approval. Once approved, share the plan with other function officers.

Step 5.   Put the plan into action
The written plan, when approved by the director of the relief operation, should be shared with all Communications staff so that everyone understands how the total Communications operation will be conducted and the role each worker will play in the success of the operation.
    The plan should be referred to frequently during the relief operation to ensure that the day-to-day functioning is meeting the needs of the people being served as well as the operation as a whole. Modifications to the plan should be made as necessary, and any new plans shared with all Communications staff after being approved.

APPENDIX 2
COMMUNICATIONS TRANSITION PLAN

The following information should be covered in the Communications transition plan:

A.   Staff
  1.   Are Communications staff needed to support continuing operations?
  2.   How long will Communications staff be needed?
  3.   Where will they be physically located?
  4.   What are their specific responsibilities?

B.   Benchmarks
  1.   What are the release dates of the Communications staff currently assigned to the relief operation?
  2.   When will the transition take place?
  3.   When will the staff move?
  4.   What is the anticipated date that Communications responsibilities can be transitioned to chapter staff?
  5.   What is the anticipated date that the Communications function will close?

C   Disposition of Supplies, Equipment, and Records
  1.   What supplies and equipment will be needed during the transition and until the Communications portion of the relief operation is closed?
  2.   What arrangements will be made to return unused supplies and nonexpendable equipment at the close of the relief operation?
  3.   Who will re responsible for sending the completed Communications records to the Communications function lead at national headquarters?

D.   Information Needed by the Chapter(s) or Additional Assistance Staff
  1.   What Communications issues may arise during Additional Assistance?
  2.   What are the outstanding Communications commitments?
  3.   Which relationships with community agencies, organizations, and businesses will require attention?
  4.   What will be the involvement of the affected unit(s) in the Communications portion of the relief operation?
  5.   What Communications staffing support is needed?

E.   Coordination and Integration Required to accomplish the Transition and Closure of the Communications Function
  What plans does Communications need to make with the Logistics, Family Service, Disaster Health Services, Disaster Mental Health Services, Staffing, and Local Disaster Volunteers functions to complete the Communications assistance required?