1. Introduction

This section of the Resource Guide enumerates the duties, responsibilities, and training requirements for members and leaders of the organization. During the response to an activation, these duties and responsibilities may be augmented in order to meet the communications needs of a served agency.

2. Index

1. **Commitment**
   A. Be Prepared
      I. Each member is responsible for their personal preparedness and for enhancing their abilities to respond to an emergency or disaster.
   B. Support the Mission
      I. Respond for duty when the organization is activated.
      II. Become acquainted with the served agency supported by your team or those agencies located within your team's geographical boundaries.
      III. Become and remain proficient in the radio systems and protocols needed to support the agencies served by the team and the organization.
   C. Be Active
      I. Check in to group and team radio nets.
      II. Attend group and team meetings.
      III. Participate in group and team training, drills, and exercises.
      IV. Volunteer to help with projects and other activities of the organization.
   D. Keep Learning
      I. Continually enhance individual emergency communications skills.
      II. Remain current in all required academic and proficiency training.
      III. Participate in continuing education via emergency/disaster training courses.
      IV. Let your Team Leader know about any personal needs for additional training.
   E. Communicate
      I. Stay in regular touch with other members using multiple communications methods (in-person and virtual meetings, radio, email, phone, etc.).
      II. Keep your Team Leader informed of any changes in your availability to respond.
      III. Submit a monthly report on individual activities to leadership (for consolidation into the monthly report to CRESA).
         a. Include volunteer hours under the "C. Be Active" and "D. Keep Learning" sections (above).
   F. Help Others
      I. Members in leadership positions and experienced members are expected to mentor new and less experienced members.
      II. Volunteer to teach skills, protocols, and techniques to others.

2. **Professionalism**
    A. Help ensure that all activities of the organization are conducted in a safe manner.
    B. Act and dress in a professional manner when representing the organization.
    C. Understand the organization's role in emergency communications and the roles and responsibilities of the organization's leadership.
    D. Maintain respect for the organization with government officials, served agencies, fellow members, the amateur radio community, and the general public.

3. **Core Competencies**
    A. Prepare for Deployment
        I. Be ready to respond whenever the organization is activated.
        II. Create and maintain a minimum 96-hour emergency kit containing appropriate personal survival and comfort needs.
        III. Periodically confirm that your radio equipment is in working order. Pack fresh spare batteries.
        IV. Acquire an Operating Aid and keep it up-to-date.
            a. Make extra copies of messaging and other forms needed for deployment.
        V. Your personal equipment should use, or easily adapt to, the Anderson Power Pole connector standard.
        VI. When possible, build and maintain a "Radio Go Kit" for portable use.
            a. Radio, power source, coax, and antenna.
            b. Portable computer and equipment for digital data modes (optional, but recommended).
            c. Become proficient at operating personal radio equipment.
    B. Deployment
        I. Keep your credentials (FCC License, Emergency Worker, and Served Agency) current, and take them with you.
        II. Possess an appropriate organization vest and (optional) cap.
        III. Deploy with adequate administrative supplies (forms, paper, pencil/pens, etc.).
    C. Activate a Station
        I. As needed:
            a. Power on an amateur radio station at a served agency.
            b. Set up a portable amateur radio station at a designated location.
                i. Erect antennas, position radios, and connect power.
            c. Test radio operation on assigned frequencies.
        II. Report operational capability to your Team Leader and the Net Control Station.
        III. With other members, sustain communications capabilities over one or more operational periods.

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D. Send/Receive Messages

    I. Coordinate with your Team Leader and the Net Control Station on the assigned frequencies.

    II. Send and receive voice and/or digital data messages as required.

    III. Maintain an accurate message log.

E. Demobilization

    I. Follow the protocols for demobilization implemented by the served agency.

    II. Notify your Team Leader upon your return home (or other post-event location).

F. After Action Reports

    I. Following each drill, exercise, and response, submit in a timely manner your message log and an appropriate After Action Report to leadership summarizing personal accomplishments and areas of improvement (with recommended solutions).

4. Training

A. Mandatory:

    I. Certificates submitted with a membership application:

        a. IS-100   Introduction to the Incident Command System, ICS 100

        b. IS-700   An Introduction to the National Incident Management System

    II. Certificates due within six (6) months of joining:

        a. IS-200   Basic Incident Command System for Initial Response, ICS 200

        b. IS-800   National Response Framework, An Introduction

    III. Satisfactory completion of:

        a. New member orientation.

        b. Supplemental training appropriate for the position.

        c. Training required by the served agency which the member's team supports.

B. Desirable:

    I. IS-120   An Introduction to Exercises

C. Recommended, based on hazards in the Pacific Northwest:

    I. AWR-233 Volcano Crisis Awareness

    II. IS-325   Earthquake Basics: Science, Risk, and Mitigation

    III. IS-326   Community Tsunami Preparedness

D. Notes:

    I. Report earning of new training certificates to the EC/RO, or other designated leader, within two (2) weeks after receipt.

    II. Training course requirements identified in this Resource Guide may be waived if the individual has obtained and can demonstrate the equivalent knowledge, skills, and abilities.

    III. Exceptions to training policies contained in this Resource Guide, such as heritage members (those over 75 years of age) and/or members for at least 25 years, may be exempted from FEMA classes on a case-by-case basis.

1. **General**
   A. Manage the overall preparedness and response activities of their team.
   B. <u>Team Leader</u> (TL)
      I. Report to the EC/RO or other leader as assigned.
      II. Select, appoint, and train at least one Assistant Team Leader.
   C. <u>Assistant Team Leader</u> (ATL)
      I. Report to the Team Leader.
      II. Assist the Team Leader in all matters assigned.
      III. In the absence of the Team Leader, perform the duties of the Team Leader.
   D. Maintain the Commitment, Professionalism, and Core Competencies required of all members.

2. **Responsibilities**
   A. Served Agencies
      I. Maintain a current list of served agency contacts for the team's Operating Aid Tab 4.
      II. Sustain healthy working relationships with existing served agencies.
      III. Periodically meet with served agency officials.
         a. Discuss current/future emergency communications support needs and the operational protocols of the served agency.
         b. Identify training and exercise opportunities.
      IV. Become familiar with the served agency facilities and existing/possible radio/antenna installations.
         a. Document them in the team's Operating Aid Tab 5.
      V. Share served agency updates with team members and the EC/RO.
   B. Drills, Exercises, and Responses
      I. Share pertinent information with team members as it becomes available.
      II. Maintain communications with all team members beginning from the time they are activated, and other members of the organization that deploy to a designated team site, until they return home.
      III. At the end of each event, and in a timely manner:
         a. Complete the State of Washington Emergency Worker Daily Activity Report (From EMD-078).
         b. Collect individual member logs and After Action Reports.
         c. Generate a team After Action Report summarizing accomplishments and areas of improvement for the team (with recommended solutions).
         d. Submit all forms to the EC/RO or other leader as assigned.

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C. Team Management

    I. On a regular basis, coordinate with team members to ensure that they continue to meet the Commitment, Professionalism, Core Competencies, and Training standards as enumerated in the "Duties and Responsibilities – Member" section of this Resource Guide.

    II. Record and monitor the collective capabilities and resources of the team and provide regular updates to the EC/RO regarding any changes to response availability.

    III. Escalate all personnel issues, including inactivity, as necessary. Suggest changes in membership status to the EC/RO.

D. Reporting

    I. Ensure that the team is represented at all Team Leader meetings by someone knowledgeable about the status of current team activities and projects.

    II. Submit a monthly report of team activities to the EC/RO.

    III. Report areas of concern to the EC/RO.

3. Best Practices

A. Recruit additional team members.

B. When a new member joins the team, ensure they are given an orientation to the position, the team, and the organization.

C. Establish and practice multiple activation methods to ensure the ability to reach all personnel.

D. Coach members in methods of being prepared for activation and deployment.

E. Establish and monitor goals and objectives for each member.

F. Arrange for team member training on all mission-critical equipment (including UASI "Orange Kits").

G. Establish a weekly "on air" radio net for the team.

H. Ensure that all team members have the opportunity to be a net control operator for the organization's Information and Training Net.

I. Conduct a bi-monthly team training, drill, or exercise.

4. Training

In addition to the "Member" training list:

A. Mandatory:

    I. IS-244   Developing and Managing Volunteers

    II. Satisfactory completion of supplemental training appropriate for the position.

B. Desirable:

    I. IS-2200   Basic Emergency Operations Center Functions

C. Recommended:

    I. EC-001   Introduction to Emergency Communication

DUTIES AND RESPONSIBILITIES –
> **EMERGENCY COORDINATOR / RACES OFFICER**
> **ASSISTANT EMERGENCY COORDINATOR / ASSISTANT RACES OFFICER**

1. **General**
    A. Manage the overall preparedness and response activities of the organization.
    B. <u>Emergency Coordinator / RACES Officer</u> (EC/RO)
        I. Report to:
            a. Emergency Management Division of the Clark Regional Emergency Services Agency (CRESA).
            b. Washington State RACES.
            c. Another served agency or an incident commander as sanctioned by CRESA or Washington State RACES under a state mission number.
        II. Select, appoint, and train at least one AEC/ARO.
            a. It is desirable for this person to have team leadership experience within the organization.
    C. <u>Assistant Emergency Coordinator / Assistant RACES Officer</u> (AEC/ARO)
        I. Report to the EC/RO.
        II. Assist the EC/RO in all matters assigned.
        III. In the absence of the EC/RO, performs the duties of the EC/RO.
    D. Maintain the Commitment, Professionalism, and Core Competencies required of all members.

2. **Responsibilities**
    A. Served Agencies
        I. Sustain healthy working relationships with existing served agencies and establish working relationships with new served agencies.
        II. Represent the organization at presentations and meetings (CRESA, public safety and other agencies, Clark County Citizen Corps, local and adjacent jurisdictions, etc.).
            a. The EC/RO may delegate presentations and meeting attendance to other members of the organization.
        III. Coordinate with public (local jurisdictions, adjacent jurisdictions, state, and tribal) and commercial Emergency Support Function (ESF) #2 providers as needed to prepare for effective emergency and disaster communications.
        IV. As needed, appoint Liaisons to focus on coordination with other Emergency Support Functions.
        V. As needed, appoint Liaisons to focus on coordination with:
            a. CERT (Community Emergency Response Team)
            b. Cybersecurity
            c. NTS (National Traffic System) and RRI (Radio Relay International).

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VI. Monitor the health of the served agency relationships overseen by each Liaison.

B. Drills, Exercises, and Responses

    I. When activated for an incident response:

        a. Obtain a state mission number for the incident from the requesting served agency and disseminate it to responding personnel.

        b. Direct the communications support activities of the organization in coordination with CRESA and/or Washington State RACES.

        c. Coordinate with another served agency or an incident commander as sanctioned by CRESA or Washington State RACES under a state mission number.

    II. Ensure that the organization conducts an ample number of exercises each year so that members are well prepared for emergency/disaster activation.

    III. Establish and practice multiple activation methods to ensure the ability to reach all personnel.

    IV. Ensure that all members are informed about activities in a timely manner.

    V. Ensure that all evaluated activities are followed by corrective action for identified areas of improvement.

C. Management

    I. As needed, appoint Assistant Emergency Coordinators, Team Leaders, and other leadership personnel. Review their performance at least quarterly.

    II. Review and approve/reject appointment recommendations made by all levels of organizational leadership.

    III. Establish minimum core competencies for all members.

    IV. Ensure that the organization maintains a complete inventory of equipment that is owned and/or overseen by the organization.

        a. Investigate missing equipment reports.

        b. Identify equipment shortfalls affecting the organization's readiness and effect timely replacement.

    V. Establish and maintain working relationships with message handling organizations (NTS, RRI, etc.).

    VI. As needed, convene a Leadership Working Group to serve as a sounding board for the EC/RO to advise on historical information as well as current organizational issues and personnel matters.

        a. This group serves at the pleasure of the EC/RO and may consist of the former EC/RO(s), AEC(s), ARRL OES(s), long-time members, and members with pertinent special skill sets.

D. Member Training

    I. Ensure that sufficient basic, intermediate, and advanced readiness and communications training opportunities are available to members.

        a. These may be developed internally or adapted from public resources.

    II. Ensure that all members are proficient at operating:

        a. Agency-owned fixed and portable equipment.

   b. Personal equipment which may be deployed as part of a communications incident response.

 E. Reporting

   I. In a timely manner, submit all State of Washington EMD-078 Emergency Worker Daily Activity Report forms to CRESA for organization activities.

   II. Annually in early December, submit a Form EMD-079 Training Mission Request to secure a mission number for the upcoming year covering meetings, local exercises, maintenance, and promotional events for organization activities.

3. Training

In addition to the "Member" and "Team Leader" training list:

 A. Mandatory:

   I. Clark County EOC Operations training.

   II. Satisfactory completion of supplemental training appropriate for the position.

   III. IS-240 Leadership and Influence

   IV. IS-241 Decision Making and Problem Solving

   V. IS-242 Effective Communication

   VI. ICS-300 Intermediate ICS for Expanding Incidents

 B. Desirable:

   I. ICS-400 Advanced ICS for Command and General Staff, Complex Incidents

   II. PDS FEMA Professional Development Series.

 C. Recommended:

   I. EC-016 Public Service and Emergency Communications Management for Radio Amateurs

1. General

    A. Appointed by the ARRL Section Manager for Western Washington (WWA).

    B. Maintain the Commitment, Professionalism, and Core Competencies required of all members.

2. Operational Responsibilities

    A. At the discretion of the EC/RO, may be assigned to any pre-disaster, post-disaster, and/or recovery functions commensurate with their skills and abilities.

        I. Such assignment(s) may be pre-determined or ad hoc.

3. Administrative Responsibilities

    A. When requested, provide consulting services to the EC/RO on administrative and operational matters.

    B. May be assigned to do random position reviews as requested to evaluate organizational effectiveness.

    C. May be assigned as an Exercise Controller and/or Exercise Evaluator.

4. Training

In addition to the "Member," "Team Leader," and "EC/RO" training lists:

    A. Mandatory:

I.	ICS-400	Advanced ICS for Command and General Staff, Complex Incidents
II.	IS-120	An Introduction to Exercises
III.	IS-130	How to be an Exercise Evaluator
IV.	IS-139	Exercise Design and Development
V.	IS-2200	Basic Emergency Operations Center Functions
VI.	PDS	FEMA Professional Development Series

    B. Desirable:

I.	COML	Communications Unit Leader
II.	COMT	All-Hazards Communications Technicians
III.	G-775	EOC Management and Operations
IV.	IS-288	The Role of Voluntary Organizations in Emergency Management

    C. Recommended:

I.	IS-26	Guide to Points of Distribution
II.	IS-42	Social Media in Emergency Management
III.	PER-304	Social Media for Natural Disaster Response and Recovery
IV.	PR-101	Public Relations 101 for Radio Amateurs

1. **General**
   A. Serve as the designated public spokesperson for the organization.
   B. Report to the EC/RO.
   C. Maintain the Commitment, Professionalism, and Core Competencies required of all members.

2. **Responsibilities**
   A. Assist the EC/RO with the internal communications of the organization.
   B. As necessary, interface with the PIOs of served agencies and other organizations.
   C. Under the direction of the EC/RO, provide information to various media and the public.
   D. Make press releases about upcoming activities and attempts to secure media coverage of those activities.
   E. Create materials as needed to promote the organization.
   F. As needed, recruit sufficient Assistant PIOs to complete the PIO responsibilities.
   G. Submit a monthly report of activities to the EC/RO.
   H. Report areas of concern to the EC/RO.

3. **Training**

   In addition to the "Member" training list:
   A. Mandatory:
      I. IS-29   Public Information Officer Awareness
      II. PR-101   Public Relations 101 for Radio Amateurs
      III. Satisfactory completion of supplemental training appropriate for the position.
   B. Desirable:
      I. EC-001   Introduction to Emergency Communication
      II. IS-42   Social Media in Emergency Management
      III. PER-304   Social Media for Natural Disaster Response and Recovery
   C. Recommended:
      I. IS-244   Developing and Managing Volunteers
      II. IS-288   The Role of Voluntary Organizations in Emergency Management

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1. **General**
    A. Manage the health of the agency relationships for the assigned ESF.
    B. Report to the EC/RO or other leader as assigned.
    C. Adhere to the organization's Served Agency Relationships Policy.
    D. Maintain the Commitment, Professionalism, and Core Competencies required of all members.

2. **Responsibilities**
    A. Responsible for establishing and maintaining working relationships with served agencies within the assigned ESF.
    B. During operations, be available to assist with coordination between the organization and served agencies for the assigned ESF.
    C. Together with the appropriate Team Leader, frequently meet with existing served agency officials.
        I. Discuss the emergency communications capabilities which the organization does or may be able to provide.
        II. Stay abreast of served agency leadership changes.
        III. Identify agencies which may want to transition from communications support from an area team to a dedicated agency team.
            a. If found, coordinate with the EC/RO.
    D. As authorized by the EC/RO, and with assistance from the appropriate Team Leader, establish working relationships with new served agencies for the assigned ESF.
    E. Submit a monthly report of activities to the EC/RO.
    F. Report areas of concern to the EC/RO.

3. **Training**
    In addition to the "Member" training list:
    A. Mandatory:
        I. FEMA Independent Study course(s) relevant to the assigned ESF.
        II. Satisfactory completion of supplemental training appropriate for the position.
        III. Any training required by served agencies within the assigned ESF.

1. **General**
   A. An EOC Relay Station facilitates the transfer of messages between remote entities and the Clark County Emergency Operations Center (EOC) at CRESA.
   B. Report to the Team Leader of Team 9 (CRESA EOC).
   C. Maintain the Commitment, Professionalism, and Core Competencies required of all members.

2. **Station Capabilities**
   A. Local communications with the Clark County EOC at CRESA (including radio equipment, antennas, backup power, and operator skills):
      I. Direct FM voice communications on at least three (3) VHF/UHF bands.
      II. Digital data communications in at least two (2) of the following:
         a. NBEMS (Narrow Band Emergency Messaging System).
         b. Packet.
         c. Winlink peer-to-peer.
   B. Regional Communications (including radio equipment, antennas, backup power, and operator skills):
      I. FM voice communications on at least three (3) VHF/UHF bands.
      II. HF voice capability on 40 meters, 60 meters, 75 meters.
      III. Digital data communications in at least two (2) of the following:
         a. NBEMS, at least two (2) digital modes.
         b. Winlink.
         c. HamWAN.
   C. National Communications (including radio equipment, antennas, backup power, and operator skills):
      I. HF voice capability on 20 meters, 17 meters, 15 meters.
      II. Digital data communications in both of the following:
         a. NBEMS, at least two (2) digital modes.
         b. Winlink.

3. **Responsibilities**
   A. During operations, relay messages between out-of-area jurisdictions and the Clark County Emergency Operations Center (EOC) at CRESA.
      I. An EOC Relay Station may be activated if amateur radio communications at the Clark County EOC are impaired in some way (volunteer staff overload, signal interference, equipment/antenna failure, etc.).
   B. Regularly participate in HF/VHF/UHF net operations.

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C. Establish and practice communications links with EOCs and EOC Relay Stations in jurisdictions outside of Clark County, including the Washington State EMD RACES Station.

D. Regularly practice direct communications paths with the Clark County EOC at CRESA.

E. Regularly participate in the weekly operational test of the Washington Region IV Emergency Operations Net on 220MHz.

4. Training

In addition to the "Member" training list:

A. Mandatory:
    I. Clark County EOC Operations training.
    II. Satisfactory completion of supplemental training appropriate for the position.

B. Desirable:
    I. IS- 2200   Basic Emergency Operations Center Functions

1. **General**
   A. Oversee a small inventory of required and/or useful vests, caps, insignia, signs, and similar items as a convenience to the members.
   B. Report to the EC/RO or other leader as assigned.

2. **Responsibilities**
   A. Sales:
      I. Bring the "store" inventory to the monthly meetings, new member training sessions, and other functions as requested.
      II. Maintain a small cash box for making change.
      III. Issue receipts for each sale.
   B. Money Management:
      I. Record all monies collected in the ledger of sales.
      II. Retain a sufficient amount of cash in appropriate denominations in the cash box for making change.
      III. Turn in excess cash to the EC/RO for deposit into the organization's bank account.
   C. Inventory Management:
      I. At least quarterly, check inventory records with stock on hand and reconcile as needed.
      II. Notify the EC/RO of the results of each inventory.
   D. Procurement:
      I. Make purchases of additional supplies as needed to maintain sufficient inventory to support sales.
      II. The inventory level shall be controlled to avoid excessive quantities.
      III. The total inventory should be kept small enough for convenience storage and transporting to meetings.
   E. Submit a monthly report of finances and activities to the EC/RO.

3. **Training**
   In addition to the "Members" training list:
   A. Mandatory:
      I. Satisfactory completion of supplemental training appropriate for the position.

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1. **Introduction**

   Training courses are identified elsewhere (by position) as either mandatory, desirable, or recommended.

   The list below is not intended to be comprehensive.

2. **FEMA Independent Study**

   NOTE: Updated versions of these course have a ".letter suffix" (e.g. IS-700.b, IS-800.d, etc.), so be sure and take the latest version.

   A. IS-5   An Introduction to Hazardous Materials
   B. IS-26   Guide to Points of Distribution
   C. IS-29   Public Information Officer Awareness
   D. IS-42   Social Media in Emergency Management
   E. IS-100   Introduction to the Incident Command System, ICS 100
   F. IS-120   An Introduction to Exercises
   G. IS-130   How to be an Exercise Evaluator
   H. IS-139   Exercise Design and Development
   I. IS-200   Basic Incident Command System for Initial Response, ICS 200
   J. IS-230   Fundamentals of Emergency Management
   K. IS-235   Emergency Planning
   L. IS-240   Leadership and Influence
   M. IS-241   Decision Making and Problem Solving
   N. IS-242   Effective Communication
   O. IS-244   Developing and Managing Volunteers
   P. IS-248   Integrated Public Alert and Warning System (IPAWS) for the American Public
   Q. IS-271   Anticipating Hazardous Weather & Community Risk
   R. IS-288   The Role of Voluntary Organizations in Emergency Management
   S. IS-325   Earthquake Basics: Science, Risk, and Mitigation
   T. IS-326   Community Tsunami Preparedness
   U. IS-700   An Introduction to the National Incident Management System
   V. IS-800   National Response Framework, An Introduction
   W. IS-815   ABCs of Temporary Emergency Power
   X. IS-907   Active Shooter: What You Can Do
   Y. IS-914   Surveillance Awareness: What You Can Do
   Z. IS-2200   Basic Emergency Operations Center Functions

3. **Department of Homeland Security**
    A. AuxComm   Auxiliary Emergency Communications
    B. COML   Communications Unit Leader
    C. COMT   All-Hazards Communications Technicians

4. **Washington State Emergency Management Division**
    A. AWR-233   Volcano Crisis Awareness
    B. ICS-300   Intermediate ICS for Expanding Incidents
    C. ICS-400   Advanced ICS for Command and General Staff, Complex Incidents
    D. MGT-384   Community Preparedness for Cyber Incidents
    E. PER-304   Social Media for Natural Disaster Response and Recovery

5. **ARRL**
    A. EC-001   Introduction to Emergency Communication
    B. EC-016   Public Service and Emergency Communications Management for Radio Amateurs
    C. PR-101   Public Relations 101 for Radio Amateurs