

## **Administration**

### **Gwinnett County Georgia Amateur Radio Emergency Service® Organization Structure**

1. Introduction

Any organization must have an organizational structure and job descriptions to be effective. Guidance is provided in various publications from the American Radio Relay League (ARRL) dealing with the Amateur Radio Emergency Service® (ARES®). However, much is left to the discretion of the local Emergency Coordinator (EC). This document defines the organizational structure implemented in the Gwinnett County, Georgia ARES®. It has been reviewed for National Incident Management System (NIMS) compliance. Span of control recommendations were considered and implemented in so far as felt reasonable.

2. Responsibilities

The Emergency Coordinator is responsible for establishing the organizational structure of the local ARES® group.

3. Related Publications

None.

4. Definition of Terms

<b>APCO</b>	Association of Public-Safety Communications Officials-International
<b>ARES®</b>	Amateur Radio Emergency Service® (ARES® and Amateur Radio Emergency Service® are registered service marks of the American Radio Relay League.)
<b>ARRL</b>	American Radio Relay League
<b>EC</b>	Emergency Coordinator
<b>GARS</b>	Gwinnett Amateur Radio Society
<b>GEMA</b>	Georgia Emergency Management Agency
<b>ICS</b>	Incident Command System
<b>MARS</b>	Military Affiliate Radio System
<b>MCV</b>	Mobile Communications Vehicle
<b>NCS</b>	National Communications System
<b>NIMS</b>	National Incident Management System
<b>OES</b>	Official Emergency Station
<b>OHS</b>	Office of Homeland Security
<b>OPLAN</b>	Operations Plan

**REACT** Radio Emergency Associated Communications Teams: responsible for developing system of nationwide monitoring of Citizens Band channel 9. Have nationwide license for 151.625 MHz simplex for tactical communications.

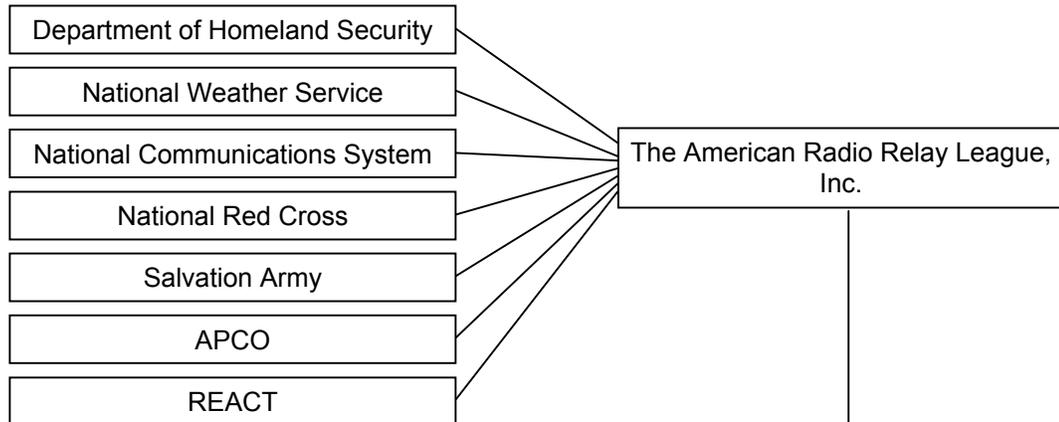
**SEC** Section Emergency Coordinator

**Served Agency** A public service agency with which Gwinnett ARES® has established a support agreement through the implementation of a formal Memorandum of Understanding.

5. Guideline

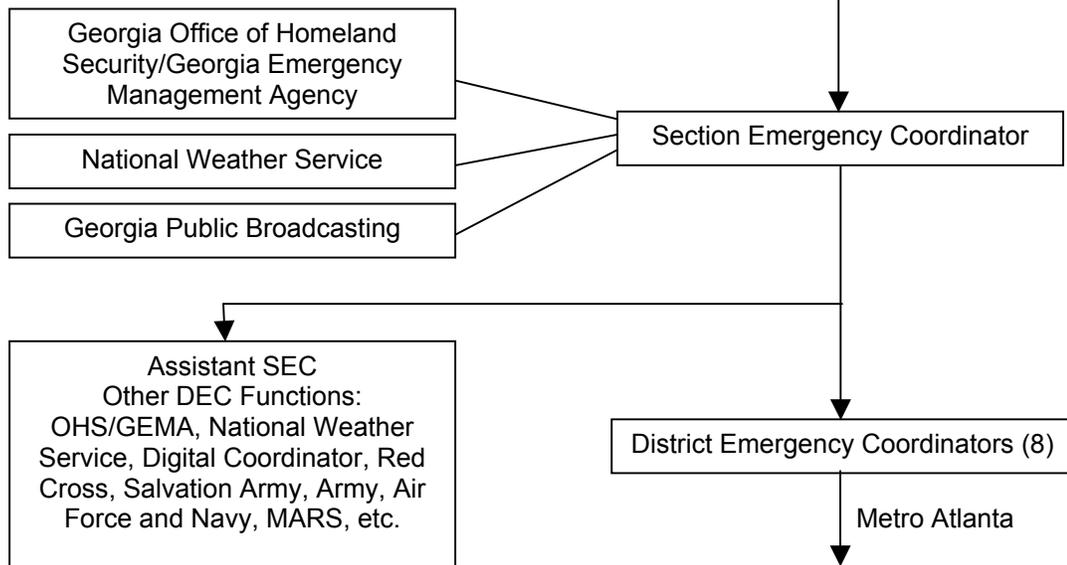
5.1. National Organization

Agencies with Memoranda of Understanding

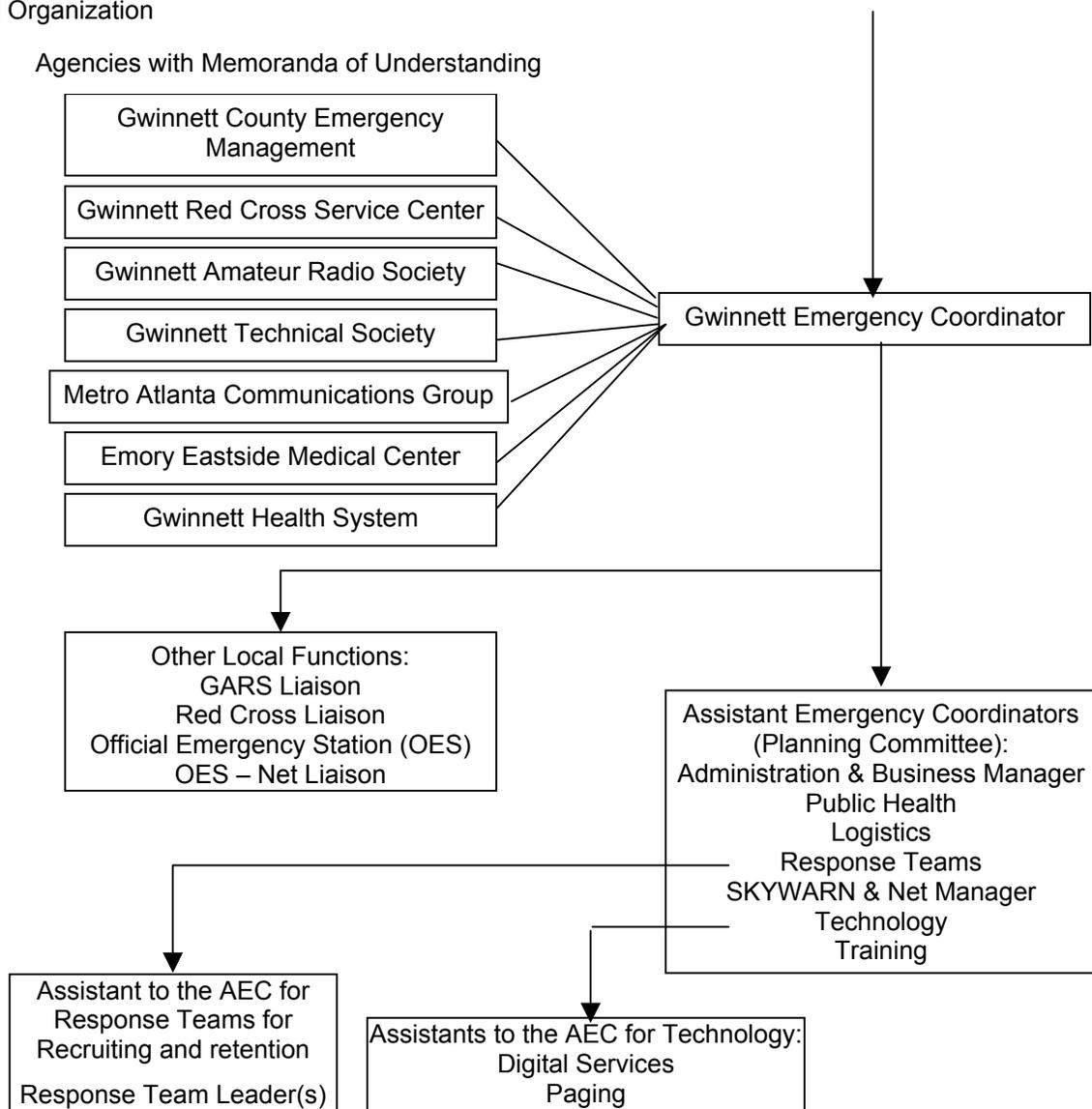


5.2. Section Field Organization (Georgia)

Agencies with Memoranda of Understanding



## Local Organization



### 5.3. The Planning Committee

The Planning Committee is made up of the Emergency Coordinator (EC) and all Assistant Emergency Coordinators (AEC). In addition, Assistants to the Assistant Emergency Coordinators are encouraged to attend Planning Committee meetings to address their specific areas of responsibility.

## 5.4. Local Organization Job Descriptions

### 5.4.1. Emergency Coordinator

#### 5.4.1.1. RESPONSIBILITIES:

- Promote and enhance the activities of Amateur Radio Emergency Service® (ARES®) for the benefit of the public as a voluntary, non-commercial communications service.
- Manage and coordinate the training, organization and emergency participation of interested radio amateurs working in support of the communities, agencies or functions designated by the Section Emergency Coordinator/Section Manager.
- Establish an emergency communications plan for the communities and agencies that will effectively utilize ARES® members to cover the needs for tactical and formal Welfare message traffic.
- Establish a viable working relationship with all federal, state, county, city governmental and private agencies in Gwinnett County which might need the services of ARES® in emergencies.
- Establish local communications networks run on a regular basis and periodic testing of those networks by realistic drills.
- Establish an emergency traffic plan, with Welfare traffic inclusive, utilizing the National Traffic System as one active component for traffic handling. Establish an operational liaison with local and section nets.
- In times of disaster, evaluate the communications needs of the Served Agencies and respond quickly to those needs through the allocations of ARES® resources.
- Work with other non-ARES® amateur provider-groups to establish mutual respect and understanding and a coordination mechanism for the good of the public and Amateur Radio to foster an efficient and effective Amateur Radio response overall.
- Work for growth in the Gwinnett ARES® program, making it stronger and a more valuable resource to Gwinnett County and its communities.
- File regular reports as required.
- Track Planning Committee member participation in training events and contact members who have not remained involve in activities to determine their status (maximum elapsed time of 90 days).
- Appoint Assistant Emergency Coordinators (AEC) to assist in carrying out the above responsibilities.
- Submit requests for Official Emergency Station (OES) status for qualified stations/operators.
- Conduct periodic meetings of the Planning Committee.
- Conduct regular meetings of the ARES® membership.

- Plan for and train a successor for the position.

#### 5.4.1.2. QUALIFICATIONS:

- Hold a minimum of a Technician or higher class Amateur Radio license.
- Be a full member in good standing of the American Radio Relay League (ARRL).
- Complete the ARRL Amateur Radio Emergency Communications Course Level I or equivalent.
- Complete Federal Emergency Management Agency independent study courses IS-100, IS-200, IS-700 and IS-800.
- Desired to have completed the ARRL Amateur Radio Emergency Communications Course Level II and III.

#### 5.4.2. Assistant Emergency Coordinators

Assistant Emergency Coordinators (AEC) make up the Planning Committee of Gwinnett County ARES®. Only AECs have voting privileges in the Planning Committee decisions. In addition, Planning Committee members comprise the Board of Directors for Gwinnett ARES®, Inc. in accordance with the adopted bylaws.

All AECs are expected to:

- Attend meetings of the ARES® Planning Committee,
- Appoint Assistant(s) as needed, with the consent of the EC, and
- Plan for and train a successor for their position.

Qualifications for AEC positions will be:

- Hold a minimum of a Technician or higher class Amateur Radio license.
- Complete the ARRL's Emergency Communications course EC001 or equivalent.
- Complete Federal Emergency Management Agency independent study courses IS-100, IS-200, and IS-700.
- Desired to be a member in good standing of the American Radio Relay League (ARRL).
- Desired to have completed the ARRL Amateur Radio Emergency Communications Course Level II.

#### 5.4.2.1. **Assistant Emergency Coordinator for Administration and Business Manager**

The following are the responsibilities of the AEC for Administration and Business Manager:

- Maintain ARES® membership records.

- Prepare ARES® membership cards for signing by the EC.
- Coordinate with AECs for Recruiting and Retention, Response Teams, and Training to integrate new members into the organization.
- Keep a database of special skills and equipment useful in emergencies.
- Maintain record files of agreements such as local Memorandums of Understanding (MOU), licenses, and other similar documents.
- Maintain a recall plan to notify members of emergencies and related requirements.
- Function as custodian for ARES® station license.
- Prepare press releases for activities and events when appropriate. Respond to press inquiries and direct as appropriate.
- Coordinate meeting locations for Planning Committee and general membership meetings.
- Keep minutes of all meetings.
- Maintain a checking account to receive and disburse funds. Establish a two-signature account with the signatures of the EC, AEC for Administration and Business Manager.
- Establish procedures for approving purchases to be made in support of ARES® activities.
- Maintain financial records of funds received and disbursed by the Gwinnett ARES®. Maintain receipts for all disbursed funds.
- Prepare an operating budget prior to the beginning of each calendar year working with the Planning Committee.
- Provide a financial report at each general meeting of the ARES® membership.
- Coordinate participation in fund raising events approved by the Planning Committee.
- Inform EC of any developments related to financial matters.

#### 5.4.2.2. **Assistant Emergency Coordinator for Logistics**

The following are the responsibilities of the AEC for Logistics:

- Establish primary and secondary assembly points for personnel preparing to deploy to a supported disaster area. Advise personnel of assembly points and identify assembly point(s) to be used for particular emergencies.
- Coordinate delivery of food, fuel, water and other items needed to support deployed personnel.
- Maintain inventory of Gwinnett County ARES®, Inc. owned equipment that is deployable to support deployments.

- Maintain inventory of major equipment items ARES® members possess to support deployments, i.e., generators, batteries and specialty antennas. Coordinate maintenance of these records with the AEC for Administration and Business Manager.
- Negotiate and manage Memoranda of Understanding with agencies and/or groups that provide communications resources for use by Gwinnett ARES® during emergency operations.
- Assist and/or coordinate in restoration of communications resources such as repeaters and other common systems that fail during emergency operations.
- Routinely test systems owned by Gwinnett ARES®.
- Inform EC of any developments related to readiness of common resources.
- Perform those logistics duties defined in specific Operations Plans (OPLAN).
- Establish a two to three person team to assist in the duties of the position.

#### **5.4.2.3. Assistant Emergency Coordinator for Public Health**

The following are the responsibilities of the AEC for Public Health:

- Establish and maintain liaison with the disaster planning representative for the East Metro Health District.
- Working with the Gwinnett EC, develop and maintain Memoranda of Understanding (MOU) with the local hospitals.
- Meet periodically with Supported Agency leaders, including respective assigned Response Team Leaders, to review plans that involve Gwinnett ARES®. Discuss mutual areas of interest and how ARES® can augment the Supported Agency's own communications.
- Draft support plans in support of the East Metro Health District and hospitals with which MOU's have been established for review and approval by the Planning Committee.
- Prepare Standard Operating Procedures to support approved plans.
- Work to include Gwinnett ARES® participation in exercises and other events conducted by the Supported Agencies.
- Inform EC of any developments related to the Supported Agencies.
- Maintain records of meetings and conversations with Supported Agencies.
- Establish a two to three person team to assist in the duties of the position, including Response Team Leaders that may be assigned in support of Supported Agencies.

#### **5.4.2.4. Assistant Emergency Coordinator for Response Teams**

The following are the responsibilities of the AEC for Response Teams:

- Coordinate with AECs for Administration, Recruiting and Retention, and Training to integrate new members into the organization.
- Assign Gwinnett ARES® members to the appropriate Response Teams.
- Recruit Response Team Leaders and their alternates and assist in recruiting members for the Response Teams in conjunction with the AEC for Recruiting and Retention.
- Track Response Team Leader participation in training events and contact members who have not remained involve in activities to determine their status (maximum elapsed time of 90 days).
- Develop strategy in conjunction with Response Team Leaders regarding the functioning of the Response Teams, addressing such matters as meetings, recall procedures, etc.
- Work with AEC for Training to develop training specific for Response Teams.
- Distribute materials and information to Response Team Leaders and bring concerns from Response Team Leaders to the Planning Committee.

#### **5.4.2.4.1. Assistant to the AEC for Response Teams for Recruiting and Retention**

The following are the responsibilities of the AEC for Recruiting and Retention:

- Actively engage in recruitment of new members for Gwinnett ARES® through: participation in various gatherings of amateur radio operators where amateurs from Gwinnett County might be attending; making presentations to amateur radio training classes; establishing information kiosks/booths at hamfests; and similar activities.
- Actively contact members who have become inactive in Gwinnett ARES® to encourage their participation and determine why participation has not been such to keep them active.
- Report to the Planning Committee reasons identified that corrective action might be taken to encourage continued participation in Gwinnett ARES®.
- Work with the AEC for Response Teams for targeted recruiting of members for priority Response Teams.
- Solicit support from other Gwinnett ARES® members in the conduct of recruiting and retention activities.
- Coordinate with AECs for Administration, Response Teams, and Training to integrate new members into the organization.

#### **5.4.2.4.2. ARES Response Team Leader (and Alternate)**

#### **5.4.2.4.2.1. RESPONSIBILITIES:**

- Serve as focal point for an ARES® Response Team.
- Track Response Team member participation in training events and contact members who have not remained involve in activities to determine their status (maximum elapsed time of 90 days).
- Recruit an ARES® Response Team to support a 24-hour schedule, coordinating with the AECs for Response Teams, and Recruiting and Retention.
- Work with the on-site Incident Commander or his/her designated representative of supported location to coordinate activities.
- Designate Alternate Shift Leader, one per shift, to serve as liaison with the Incident Commander or his/her designated representative of the Supported Agency during their shifts.
- Schedule Response Team members' work schedules and breaks.
- Establish and maintain a log of Response Team activity during the operation.
- Coordinate with Logistics Coordinator for re-supply requirements.
- Keep the Planning Committee advised of issues during the operation.
- In conjunction with the AECs for Response Teams and Training, provide training to Response Team members within their team.
- Plan for and train a successor for the position.

#### **5.4.2.4.2.2. QUALIFICATIONS:**

- Hold a minimum of a Technician or higher class Amateur Radio license.
- Complete the Gwinnett County ARES® Basic Certification.
- Complete the Gwinnett County ARES® Response Team Leader Training.
- Desired to be a member in good standing of the American Radio Relay League (ARRL).
- Desired to have completed the ARRL Amateur Radio Emergency Communications Course Level I.

#### **5.4.2.4.3. Response Team Leader for Mobile Communications Facilities**

In addition to the general specifications for Response Team Leader the following are responsibilities of the RTL for Mobile Communications Facilities:

- Act as custodian of the Gwinnett ARES® Mobile Communications Facility(s) (MCF).
- Arrange storage of MCF during periods of non-use.
- Develop an implementation plan for equipping the MCF to include power connections, radio equipment, antenna configurations, digital mode support and other related operational requirements for review and approval of the Planning Committee.
- Prepare a budget for supporting the MCF and submit to the AEC for Administration and Business Manager for inclusion in the annual budget.
- Maintain roster of authorized MCF drivers/haulers and those in possession of key sets.
- Provide/coordinate maintenance and maintain maintenance records for the facility(s) and power generating systems, developing a standard maintenance record format.
- Develop a training plan for drivers covering the hazards of handling the MCF and train personnel in driving and performing driver related maintenance.
- Develop Standard Operating Guidelines and a training plan for operations personnel to include contained antenna systems, radio equipment, computer systems, and power systems.
- In conjunction with the AEC for Training, provide training to drivers and operations personnel.
- Inform AEC for Response Teams of any developments related to the availability of the MCF for deployment.

#### **5.4.2.5. Assistant Emergency Coordinator for SKYWARN Coordination and Net Manager**

The following are the responsibilities of the AEC for SKYWARN and Net Manager:

- Serve as Net Manager for regularly conducted ARES® nets, recruiting Net Control Stations and alternates. Notify Net Control Stations of rotation schedule for acting as Net Control Station.
- Establish Standard Operating Procedures for ARES® Net Operations following ARRL National Traffic System (NTS) procedures.
- Recruit and recommend member stations to serve as Official Emergency Stations (OES) to the EC.

- Establish and maintain liaison with the ARRL Section representative for the National Weather Service (NWS) office serving Gwinnett County.
- Include Gwinnett ARES® in exercises conducted by the National Weather Service such as the Severe Weather Awareness Week drill.
- Draft support plans and Standard Operating Procedures in support of NWS SKYWARN requirements for review and approval by the Planning Committee.
- In the event of a request by NWS, activate the SKYWARN net.
- Maintain net participation statistics and report at the end of each quarter to the Planning Committee and ARES® general membership.
- Inform EC of any developments related to net operations or NWS activities.

#### **5.4.2.6. Assistant Emergency Coordinator for Technology**

The following are the responsibilities of the AEC for Technology:

- Coordinate technology development and implementation within Gwinnett ARES®.
- Prepare Standard Operating Procedures to define technology standards employed by Gwinnett ARES®.
- Oversee maintenance of Gwinnett ARES® owned communications assets.
- Supervise others assigned to specific responsibilities in technology.
- Inform EC of any developments related to the readiness of specialized communications systems employed by Gwinnett ARES®.
- Nominate Assistants to the AEC for Technology to respond to specific technology areas to include digital communications, software development, repeater support, mobile communications systems, and other specialties as needed.

##### **5.4.2.6.1. Assistant to the AEC for Technology for Digital Services**

The following are the responsibilities of the Assistant to the AEC for Technology for Digital Services:

- Develop strategy for employing digital modes, such as Packet, APRS, PSK31 and related modes, in supporting Served Agencies.
- Prepare Standard Operating Procedures to use digital modes working with AEC's responsible for developing operational plans in support of Served Agencies.
- Maintain digital interfaces and configure systems as required to support operations.
- Inform AEC for Technology of any developments related to the readiness of digital systems employed by Gwinnett ARES®.

- Establish a two to three person team to assist in the duties of the position.
- Appoint Assistant(s) as needed, with the consent of the AEC for Technology and the EC.

#### **5.4.2.6.2. Assistant to the AEC for Technology for Paging Services**

The following are the responsibilities of the Assistant to the AEC for Technology for Paging Services:

- Work with paging service provider(s) to implement a comprehensive paging capability in support of Gwinnett ARES® operations.
- Develop Standard Operating Guidelines on management and operation of the paging capabilities.
- Maintain the paging lists as new members are added or members make changes to their paging service provider.
- Inform AEC for Technology of any developments related to the paging service.
- Establish a two to three person team to assist in the duties of the position.

#### **5.4.2.7. Assistant Emergency Coordinator for Training**

The following are the responsibilities of the AEC for Training:

- Prepare a training plan to provide ARES® membership with the basic skills required to carry out the ARES® mission.
- Coordinate with AECs for Administration, Recruiting and Retention, and Response Teams to integrate new members into the organization.
- Prepare and conduct training, in coordination with other Planning Committee members, as required.
- Encourage ARES® members to avail themselves of available training opportunities.
- Conduct and/or arrange a training segment for each ARES® general membership meeting.
- Assist AEC's responsible for plans to develop training programs in support of their respective plans.
- Lead the Planning Committee in developing a plan for the annual Simulated Emergency Test (SET) conducted each October.
- Forward training completion information to the AEC for Administration for entry into membership records.
- Establish a two to three person team to assist in the duties of the position.

### **5.4.3. Liaisons**

A number of functions require designated liaisons to coordinate activities between organizations. While liaisons are expected to attend Planning Committee meetings, they are not voting members of the committee and are not members of the Board of Directors for Gwinnett ARES, Inc. The following liaisons have been established for coordination purposes:

#### **5.4.3.1. Liaison to the Gwinnett Amateur Radio Society**

The following are the responsibilities of the Liaison to the Gwinnett Amateur Radio Society:

- Establish and maintain contact with leadership of the Gwinnett Amateur Radio Society (GARS).
- Regularly attend GARS meetings.
- Actively recruit members of GARS to participate in Gwinnett ARES®.
- Actively promote participation of Gwinnett ARES® membership in GARS activities that enhance the operational readiness of ARES® to include events such as Field Day and other similar events.
- Working with the Gwinnett EC, develop and maintain a Memorandum of Understanding (MOU) with GARS for the use of repeater resources and other assets owned and operated by GARS during training activities and disaster response activities.
- Inform EC and Planning Committee of any significant developments related to GARS.
- Maintain records of meetings and conversations with GARS leadership.

#### **5.4.3.2. Liaison for the Gwinnett County Red Cross Service Center**

The following are the responsibilities of the Liaison to the Gwinnett County Red Cross Service Center:

- Establish and maintain liaison with the senior communications representative for the Gwinnett County Red Cross Service Center.
- Working with the Gwinnett EC, develop and maintain a Memorandum of Understanding (MOU) with the Gwinnett County Red Cross Service Center.
- Meet periodically with Supported Agency leaders to review plans that involve Gwinnett ARES®. Discuss mutual areas of interest and how ARES® can augment the Supported Agency's own communications.
- Draft support plans in support of the Gwinnett County Red Cross Service Center's communications requirements for review and approval by the Planning Committee.
- Prepare Standard Operating Procedures to support approved support plans.
- Work to include Gwinnett ARES® participation in exercises and other events conducted by the Gwinnett County Red Cross Service Center.

- Inform EC and Planning Committee of any developments related to the Gwinnett County Red Cross Service Center.
- Maintain records of meetings and conversations with Gwinnett County Emergency Management.

**5.4.4. Official Emergency Station – General**

5.4.4.1. RESPONSIBILITIES:

- Responsible for specific, pre-determined assignments within ARES® as defined in a mutually developed, detailed, written job description in the following categories:
  - Operations;
  - Administration;
  - Liaison;
  - Logistics;
  - Management Assistant; or
  - Consulting.
- Establish and maintain a log of Official Emergency Station (OES) activity during the operation.
- File quarterly reports with the EC on activities during the past quarter by the end of the month following the quarter being reported.
- Plan for and train a successor for the position.

5.4.4.2. QUALIFICATIONS:

- Hold a minimum of a Technician or higher class Amateur Radio license.
- Be an active participant in Gwinnett ARES® for a minimum of two years.
- Complete the Gwinnett County ARES® Basic Certification.
- Complete the ARRL Amateur Radio Emergency Communications Course Level I
- Be a full member in good standing of the American Radio Relay League (ARRL).

**5.4.5. Official Emergency Station – Net Liaison**

5.4.5.1. RESPONSIBILITIES:

- Activate an Amateur Radio Station to relay traffic between local operations nets and state, regional or National Traffic System (NTS) nets as required.

- Relay formal traffic, as required, in support of emergency operations using NTS standard operating procedures.
- Schedule Official Emergency Station (OES) Team members' work schedules and breaks.
- Establish and maintain a log of OES activity during the operation.
- Coordinate with Logistics Coordinator for re-supply requirements.
- Keep the Planning Committee advised of issues during the operation.
- Recruit operators to provide continuous operation of the OES during the emergency if an alternate OES is not available.
- Plan for and train a successor for the position.

#### 5.4.5.2. QUALIFICATIONS:

In addition to the general requirements in the previous section:

- Hold a minimum of a General or higher class Amateur Radio license.
- Have an Amateur Radio Station capable of:
  - HF SSB operation on both 3.975 MHz and 7.275 MHz;
  - VHF and UHF FM operation on frequencies used for local operations; and
  - Have emergency power to provide continuous operation without commercial power.
- Be proficient in NTS procedures through participation NTS nets.

## 6. Release Information

Stan Edwards, WA4DYD, Emergency Coordinator, is the author of this document.

The date of publication for this document is December 19, 2005. New responsibilities for monitoring participation added to Emergency Coordinator, AEC for Response Teams, and Response Team Leaders. The document also moves the organizational structure into compliance with NIMS by reducing the span of control for the EC.