

**VALENCIA COUNTY AMATEUR RADIO ASSOCIATION'S
AMATEUR RADIO EMERGENCY SERVICE - ARES
AND
RADIO AMATEUR CIVIL EMERGENCY SERVICE - RACES**

OPERATIONS GUIDELINES

PURPOSE OF THESE GUIDELINES

These guidelines have been prepared to provide guidance for the Valencia County, New Mexico ARES Emergency Coordinator/RACES Officer, Assistant Coordinator/Officers and Operators, and for other responding Amateur Radio operators. Participating operator should be familiar with these guidelines and utilize them so our coordinated efforts will be efficient and accurate.

GUIDELINE IMPROVEMENTS AND UPDATES

These guidelines will be revised from time to time. Anytime you discover things that could be improved or need to be revised, please bring them to the attention of our ARES Emergency Coordinator or one of the Assistants. Information expected to require the most frequent updates is located in the attached references.

"OUR OFFICER" TERM IN THESE GUIDELINES

For ease of reading, the term "Our Officer" is used to designate the Valencia County ARES Emergency Coordinator/Valencia County RACES Officer or the Assistant who will be coordinating our efforts.

OTHER USE OF THESE GUIDELINES

These guidelines have been prepared for the Valencia County, New Mexico ARES/RACES efforts. They have been developed from a variety of sources and from the experiences and comments of our members. Other ARES/RACES organizations are welcome to use any of the material, ideas or concepts contained in these guidelines without crediting this source. However, no warrantee is made of the material and the user assumes all liability for such use.

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ATTACHED REFERENCES

0	Definitions and Terms	R0 - 1
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INTRODUCTION

1.1 ARES and RACES

ARES is the Amateur Radio Emergency Service which assists with communications during emergencies. This service is provided to state and local governments and to relief organizations. ARES is sponsored by the ARRL (American Radio Relay League).

RACES is the Radio Amateur Civil Emergency Service which assists state and local governments with emergency communications. RACES Officers and Operators are appointed by local government Emergency Managers.

We are a combined ARES/RACES group and our Valencia County ARES Emergency Coordinator (and Assistants) hold corresponding Valencia County RACES Officer (and Assistants) appointments. Participating operators also hold joint appointments.

In almost all cases we will be activated as ARES. It would be highly unusual for us to be activated as RACES due to the restriction that we would only be able to communicate with other RACES stations/operators.

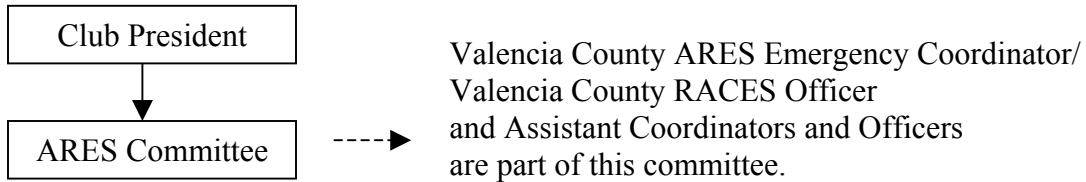
While Amateur Radio operators who are not associated with ARES and/or RACES may assist during an emergency, such recognition is important. First, our operators will be the first called when there is an emergency. Second, our operators' ID badges will facilitate access during emergencies. Third, government emergency operations centers access may be restricted to operators holding approved ID badges. Fourth, if assistance is requested outside the county, ID badges are typically required. And fifth, information such as these guidelines and notice of training exercises will be distributed to our operators.

1.2 Guidelines verses Standard Procedures

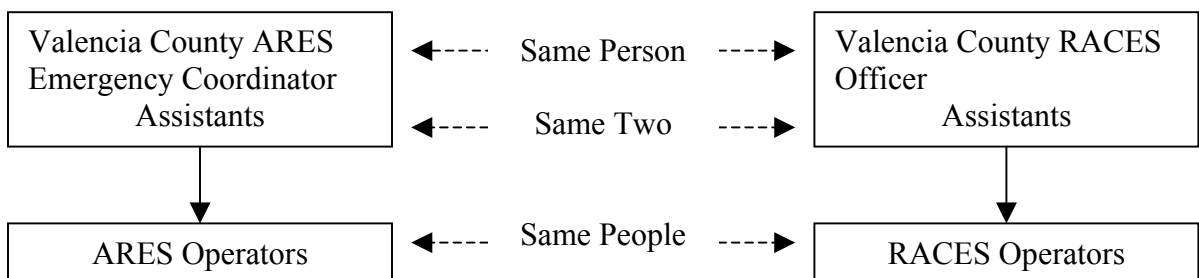
These are guidelines, not standard procedures. The nature of an emergency, the specific assignment an operator receives and the equipment available, will require adaptation and adjustments to these guidelines. These guidelines are meant to encourage the adaptations and adjustments necessary so effective emergency communications service can be provided.

2 VALENCIA COUNTY ARES/RACES ORGANIZATION

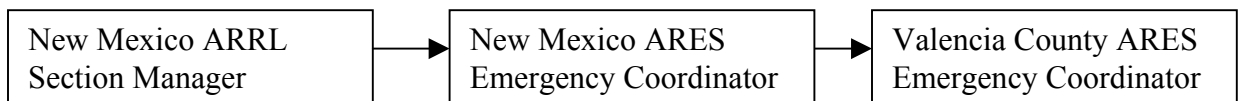
2.1 Valencia County Amateur Radio Association



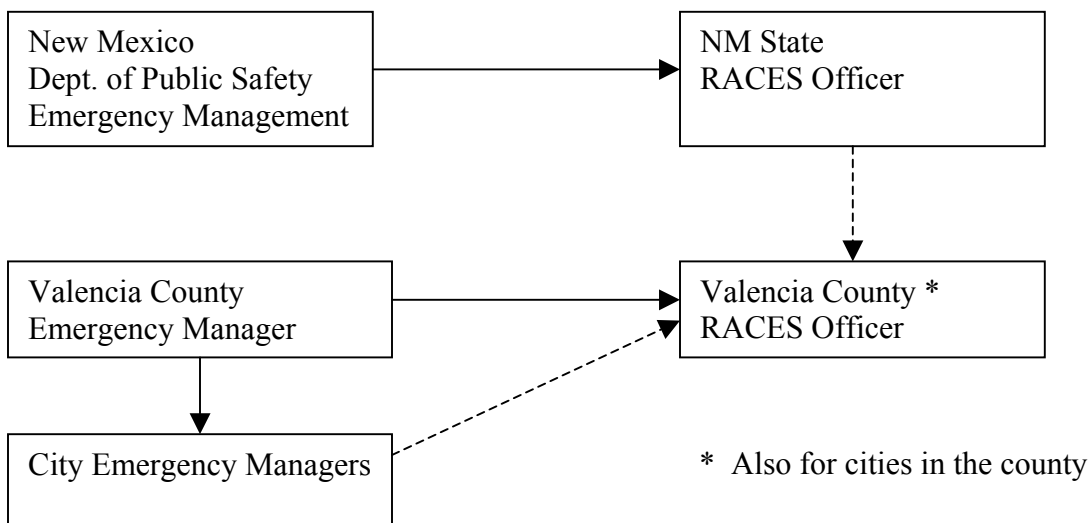
2.2 Valencia County ARES/RACES



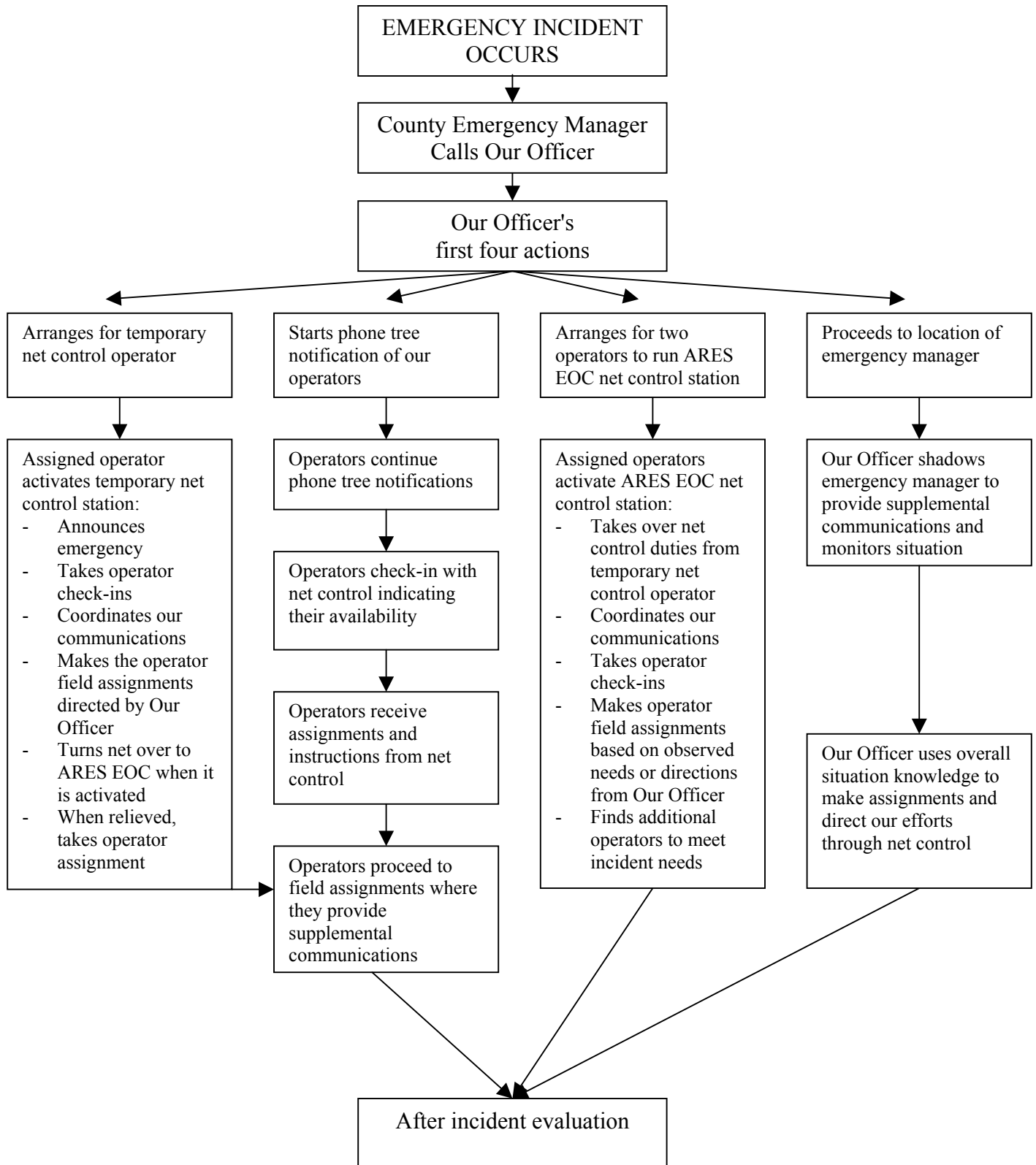
2.3 New Mexico ARES



2.4 New Mexico RACES



3 OVERVIEW OF AN ARES CALL-OUT



4 ACTIVATION PROCEDURES

4.1 Normal Activation Procedure

- Emergency situation arises.
- First responders (i.e., fire department or police) respond and assess the situation.
 - If it is a major incident for which additional help will be needed, the local Emergency Manager is contacted.
- Local Emergency Manager declares emergency and contacts the Valencia County Emergency Manager.
- County Emergency Manager declares emergency and:
 - Arranges for assistance from other agencies.
 - Contacts Our Officer to activate ARES.

Note: Los Lunas has an Emergency Manager.
Belen's Emergency Manager is also the Valencia County Emergency Manager.

4.2 Alternate Activation Possibilities

From a practical standpoint:

- The County Emergency Manager could contact one of the Assistants rather than Our Officer. The Assistant would assume the role of Our Officer and start the activation.
- Any ARES operator or VCARA club member could be contacted to activate our group. The operator would then contact Our Officer (or an Assistant).
- A City's Emergency Manager could contact Our Officer directly rather than waiting for the County Emergency Manager to do so.
- We could be self activated (see next paragraph).

4.3 Self Activation

When any or our ARES Operators (or VCARA members) becomes aware of an emergency situation where our assistance might be required, they should:

- Check the appropriate repeater(s) to see if we have been activated.
- If we have not yet been activated, they should:
 - Contact (or arrange for someone to contact) Our Officer or an Assistant to brief them on the situation.
 - Assume the duties of the temporary net control station by announcing the possible need for ARES operators, taking check-ins and compiling a list of available operators.

5 NOTIFICATION OF OPERATORS

5.1 General

When the ARES is activated, operators will be notified by telephone and by announcements over the repeaters.

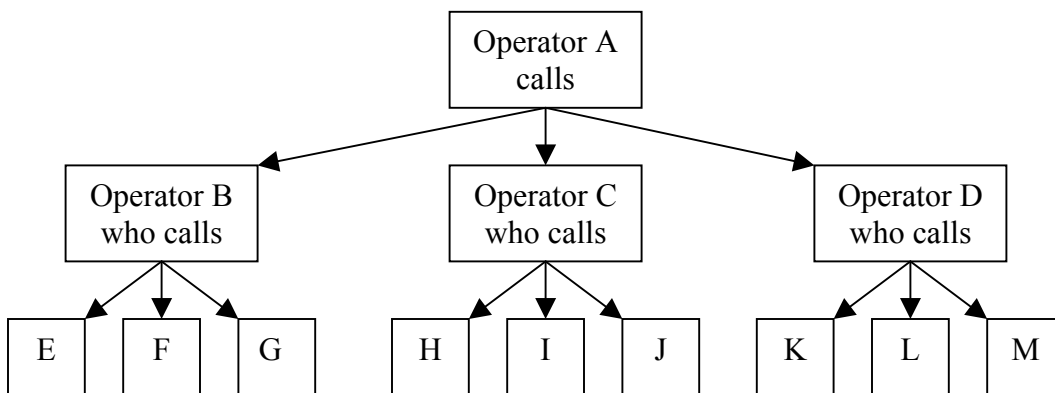
5.2 Telephone Tree

The list of ARES operators is an attached reference to these guidelines. The list includes a telephone tree. The process would normally be started by Our Officer or an Assistant Officer. However, any operator could initiate the telephone notification procedure if Our Officer or an Assistant were not available.

A typical notification message might be:

"This is Jose, KA5AAA. The Valencia County ARES is being activated to assist with an emergency in Belen. Please check-in on the Belen repeater for further information and indicate your availability to help. Also, our telephone tree shows you are supposed to call other operators, so please make those calls now."

The concept of a telephone tree is one person calls several others, each of whom makes several calls, and so on until everyone is notified in a few minutes without any one person having to make more than a few calls. An illustration of the telephone tree notification process is shown below:



And so on until all operators are contacted

It is important the tree not be broken so everyone is contacted. For example:

If A can not contact B
then A should call E, F and G or call E and have E call F and G

5.3 Notification by Repeater Announcements

When notified of an emergency requiring our services, Our Officer would appoint one of the first operators called to activate their home station as the temporary net control station. The temporary net control operator would make periodic announcements of the emergency situation and our activation on our primary repeater. The temporary net control will assign someone to make periodic announcements on the alternate repeaters. As necessary, these announcements would continue after the incident net control station was activated at the Emergency Operations Center.

5.4 Notification of Other Operators

The situation may arise when more operators than those who have registered as ARES/RACES operators may be required. When that decision is made, assignments will be made for someone to contact other Valencia County Amateur Radio Association club members to request their assistance. Assistance may also be requested from other ARES groups. The reference material attached to these guidelines contains contact information for club members and other ARES groups.

6 TEMPORARY NET CONTROL STATION OPERATIONS

6.1 Overview

The purpose of the temporary net control station is to:

- Serve as net control station for the emergency incident until our net control station at the Emergency Operations Center (i.e., ARES EOC) can be activated.
- Alert operators who tune to the repeater(s) that an incident has occurred and ARES operators are needed.
- Take check-ins and keep a list of available operators and their response capabilities and current location.
- Assign an operator to periodically announce the emergency over the alternate repeaters and ask our ARES operators to check in on the net repeater. This assignment would end when the incident net control station was activated.
- Maintain a log of communications.
- Coordinate our communications and as directed by Our Officer, make operator assignments and assign tactical call signs.
- When relieved, provide accumulated information to our ARES EOC net control station and prepare for a different operator assignment.

6.2 Tactical Call Sign

Tactical call sign → ARES Net

6.3 Typical Notice of Emergency Situation

A typical first notice might be as follows:

"Break."

Wait five seconds.

"This is Sally, KA5AAA, operating as the net control station for the Valencia County ARES using the tactical call sign "ARES Net." The Valencia County ARES has been activated to assist with an emergency. We will be using this repeater for our ARES net. Before we take check-ins, if there is any emergency traffic, please come now."

Wait five seconds.

"This is the Valencia County ARES Net using the tactical call sign "ARES Net." Valencia County ARES operators please check-in now and be prepared to indicate your availability."

Subsequent periodic notices could be as follows:

"This is the Valencia County ARES net control using the tactical call sign "ARES Net." We are using this repeater to assist with an emergency. Stations not assisting with the emergency are requested to avoid unnecessary use of the repeater. This is a directed net. Non-participating stations are requested to coordinate any priority communications through net control. This is ARES Net, KA5AAA."

7 ARES EOC NET CONTROL STATION OPERATIONS

7.1 Overview

Our ARES EOC (Emergency Operations Center) net control station will coordinate all of our communications, make operator assignments and assign tactical call signs.

7.2 Station Location

The net control station would normally be located at the Valencia County/Belen Emergency Operations Center (EOC) and use the club station equipment. If the EOC could not be used (for example, due to an area evacuation), our EOC net control station would probably be at an operator's home station and then later transferred to the relocated EOC when station equipment becomes available.

If the emergency were in Los Lunas, our net control station might be located at the Los Lunas Emergency Operations Center if adequate equipment were available. For a widespread incident, both EOC's may be active, but the county EOC would normally be our net control station.

7.3 Tactical Call Sign

Tactical call sign → ARES EOC.

The operator should occasionally mention ARES EOC station is net control.

If both Belen and Los Lunas EOCs were active (and for this example the Belen/County EOC were the primary EOC), then the Los Lunas EOC operators(s) would use the tactical call sign "Los Lunas EOC."

7.4 Two Operators Required

Two operators are needed at the net control station. One of the operators would serve as the EOC net control operator and would sit at the station operating point. The other EOC operator should sit adjacent to the net control operator to log and otherwise assist the net control operator. The roles of these operators should be switched at intervals of not more than two hours so they can remain fresh.

7.5 Typical Activities

- Determine repeaters and frequencies to be used.
 - Verify our EOC radios are set to, and can, operate on those repeaters and frequencies.
 - Typically two -2-meter rigs and one HF rig would be used.
- Communicate with the temporary net control station to obtain the list of operators who have checked in, their availability and resources, field assignments made and tactical call signs assigned. Relieve temporary net control operator from that assignment.
- Activate and operate the ARES EOC station.
 - Prioritize traffic.
 - Facilitate passing of messages between operators.
 - Log all traffic and contacts. This should include contacts/messages between other stations, not just those with EOC.
 - Guide other operators in appropriate procedures including keeping their own logs of all station activity.
 - Log observations that would help in post incident evaluation and improvements.
 - Periodically announce the station and repeater is in emergency use and EOC is the net control station.
- Allocate and assign field operators as requested and available. Assign tactical call signs.
- Maintain a list of operators available, their assignments and tactical call signs.
- From the communications being passed, determine where additional operators are needed, or may be needed, and assign and/or reassign operators to meet these needs.
- Have our operators verify they are set up to quickly use our alternate repeaters and frequencies. An off-site relay station could be assigned to standby on these frequencies to verify contacts while ARES EOC remains on the primary frequency.
- Establish contact with State EOC.

- Consult with Our Officer regarding possible need for more operators than we can provide, either immediately or later for relief. If additional operators are needed:
 - Contact our club members who are not ARES operators and who have not checked-in.
 - Put out request for help on the repeaters being used and on other repeaters.
 - Request help from nearby ARES groups.
 - This effort would normally be assigned to someone else so the net operations are not hindered.
- Plan and prepare for continuing ARES EOC station operations in case of power failure.

8 OPERATOR WITH EMERGENCY MANAGER

8.1 Usually Our Officer

The operator assigned to shadow the Emergency Manager (EM) will typically be Our Officer. The Emergency Manager would typically be at the Emergency Operations Center (EOC). The EM is responsible for gathering and allocating emergency agencies and equipment and the EM would be monitoring the official communications. Being with the EM would give Our Officer the best overall understanding of the situation, would provide quick information about communication needs we could provide, and would facilitate quick contact when information through our network must be passed to/from the EM.

8.2 Tactical Call Sign

Tactical call → Emergency Manager

Shadowing operators may be assigned to assistant or city emergency managers. In this case descriptive tactical call signs such as the following could be used: "County Emergency Manager", "Belen Emergency Manager," "Los Lunas Emergency Manager," "Assistant Emergency Manager," etc.

8.3 Typical Activities

The Emergency Manager operator would shadow (i.e., stay with) the EM where ever the EM went. The Emergency Manager operator's typical duties, responsibilities and activities include:

- Develop an overall awareness of the incident and the current situation.
- Determine where our operators should be stationed, or to what other key emergency officials shadow operators should be assigned. This would be done to both meet current needs and to have operators in place in case the normal communication channels should falter. Provide this information to our ARES EOC net control operators so they can assign and dispatch operators.
- When normal communications channels are not meeting need:
 - Relay messages to/from the EM.
 - Put EM in contact with other locations or emergency officials.
 - Volunteer such efforts when it appears they are needed and we can meet the need.
 - Inform the ARES EOC net control operator of unmet communication needs so operators can be assigned, dispatched and/or reassigned.

- Log communications to and from Emergency Manager.
- Consult with ARES EOC net operators to determine possible need for more operators than our group can provide, either immediately or later for relief, and direct ARES EOC operators to obtain such help.

9 OPERATOR WITH INCIDENT COMMANDER

9.1 Overview

When a major emergency arises, a New Mexico State Police Officer is assigned as the Incident Commander (IC). This role is set out in state law. The Incident Commander usually operates from Incident Command Post which is usually located near the actual incident. The Incident Commander is responsible for directing all field activities.

One of our operators would be assigned to shadow (i.e., stay with) the Incident Commander.

9.2 Tactical Call Sign

Tactical call sign → Incident Commander

If an operator were assigned to shadow an Assistant Incident Commander, then "Assistant Incident Commander" would be appropriate for that operator's tactical call sign.

9.3 Typical Activities

The Incident Commander operator's activities and responsibilities include:

- Inform IC of operator's function and capabilities.
- When normal communications channels are not meeting need:
 - Relay messages to/from the Incident Commander.
 - Put IC in contact with other locations or emergency officials.
 - Volunteer such efforts when it appears they are needed and we can meet need.
- Observe and anticipate communications needs which are not or can not be met through normal channels. Provide that information to our net control operators so they can assign and dispatch operators and equipment to meet those needs.
- Log communications to and from Incident Commander.

10 OTHER OPERATOR ASSIGNMENTS

10.1 Overview

Examples of some situations operators may be assigned to include:

- Shadow Key Official

This involves staying close by the official so messages can be quickly passed to and from the official. These assignments could vary from being in an office, to being at the incident, to being in the official's vehicle. Tactical call signs used for shadow operators would reflect the official's responsibility with examples being "Fire-One," "Red Cross One," and "Los Lunas Mayor."

- Response Site Communications Station

You may be called on to set up a fixed location communications station. Examples include equipment assembly/dispatch locations, refugee evacuation centers and access control stations. Tactical call signs used would reflect the function or location of the station, such as "Public Works," "West Evac Center," "Ambulance Center," and "North Assembly Site." Depending on the physical size of such locations and the activity at the location, many sites will need more than one operator to provide the desired level of service. The second operator could deliver messages when the recipient was not near the radio, help with the logging and fill-in when the primary operator had to take care of personal needs.

10.2 Typical Activities

Typical duties, responsibilities and activities for an operator assignment include:

- Contacting the responsible official(s) at the site (or the official to be shadowed) and explain your function and capabilities.
- Setting up and verifying your equipment works.
- Sending, receiving and delivering messages from and to the officials at the site.
- Logging communications from and to your station.

11 OFF SITE RELAY STATION

11.1 Overview

In some cases, it may be helpful to have an off site relay station. This would normally be an operator's home station equipped with two 2-meter rigs, a HF rig, good antennas, backup power, and a telephone. The operating telephone requirement is essential and may place the station some distance from the site of the emergency where phone service may not be available.

The decision to have such a station would normally be made by Our Officer in consultation with our ARES EOC operators. Some of the factors that would be taken into consideration in making the decision include: Extent of the emergency, availability of an operator with the required equipment, and that the potential relay operator was not needed in the field or would not be able to serve in the field.

11.2 Tactical Call Sign

Tactical call sign → (location) Relay for example: "Bosque Farms Relay"

Using the location as part of the tactical call sign will facilitate the use of additional relay stations is that becomes desirable.

11.3 Typical Activities

The relay station would typically:

- Verify rigs were operational on the anticipated repeaters and frequencies.
- Perform tasks assigned by our ARES EOC net control station. Examples of such efforts include:
 - Placing telephone calls.
 - Notification of operators by phone and/or on other repeaters.
 - Relaying messages when contacts can not be made by the net control station.
 - Taking over for the ARES EOC if that station goes off the air due to equipment failure, evacuation, etc.
- Monitoring net activity and taking the initiative to facilitate our communications. An example of such an effort might be to check the repeater input frequency when a field station is not getting into the repeater to determine if they are transmitting but do not have the correct access tone and/or just can not reach the repeater.
- Logging communications from and to the monitoring station.

12 PREPARE FOR SERVICE

12.1 Kit

Assemble a kit of equipment and other items and supplies you will need.

12.2 Batteries

Keep batteries charged and have spare batteries.

12.3 Checklists

Have a checklist of items in your kit.

Have a check list of any last minute items to add to your kit, such as water, HT, etc.

12.4 Identification Badge

Keep your ID badge with your kit.

Know your badge's expiration date and arrange for replacement before it expires.

12.5 Your Phone Number

Keep your phone number and other information current with Our Officer and club.

12.6 Operations Guidelines

Keep a current copy of this Operations Guidelines with your kit.

Keep the lists of ARES operators and VCARA club members current.

12.7 If You Become Aware of an Emergency

If you become aware of emergency and think our services may be needed:

- Listen to club repeater to see if alert has been issued and an emergency net is in operation; check-in if net is underway.
- Alert Our Officer (or Assistant) of situation if emergency net is not already underway; open net and start taking check-ins.

12.8 You Are Needed

Remember - It does not matter what your experience or equipment is, there is a place for you to assist with ARES activities.

13 WHEN CALLED TO HELP WITH AN EMERGENCY

13.1 First Priority

Remember taking care of your family and home is your first priority.

13.2 Alert Others

Make assigned phone calls per alert tree and alert other operators as requested by person calling you and/or if requested by net control.

13.3 Provide Availability Information

Depending on instructions from person who calls you, provide availability and equipment capabilities information to caller and/or when checking into net.

13.4 Monitor Repeater

Start monitoring the primary repeater. Monitor the alternate repeaters if the primary repeater is not operational or you can not hear the primary repeater.

13.5 Confirm You Can Perform Assignment

When receiving assignment, confirm you have equipment required to undertake that assignment.

14 GENERAL OPERATIONS GUIDELINES

14.1 Before Accepting an Assignment

When receiving an operator assignment, confirm:

- You have the equipment required to undertake that assignment.
- Your physical limitations will allow you to undertake the assignment.
- You have the appropriate clothing, water and food for the assignment.

14.2 General Operating Procedures

14.2.1 Safety

Stay safe.

14.2.2 Remember Your Role

Remember you are there to assist with communications, not to direct operations or comment on how things are being done or how you think things should be done.

Do not undertake activities or assignments for which you do not have the proper training such as first aid or handling hazardous wastes.

14.2.3 Listen

Listen and listen. Only transmit when you have a message to pass, to acknowledge receipt of a message, or to respond when requested by net control.

14.2.4 Message Format

Keep messages as short and direct as possible, but make sure message is complete and understandable. Include name and title to and from information with each message. Repeat messages received to verify correct copy.

Use standard message form if one is in use. Number your message forms with your tactical call sign and a serial number. Some agencies have message forms they want us to use and the state ARES Emergency Coordinator is trying to get a standard form adopted statewide.

14.2.5 Communicate Through Net Control

Here is an example that assumes you have been assigned "Public Works" as a tactical call sign and "ARES EOC" is our net control station:

You: ARES EOC, this is Public Works.
EOC: Go ahead Public Works.
You: Public Works has message for Site One.
EOC: Go ahead with message.
Net control could send you and the Site One operator to different frequency or repeater to pass the message with the request you report back when you return to the net frequency.
You: Public Works to Site One.
Site One: Go ahead Public Works.
You: From Public Works Director Jose Padilla, to Assistant Emergency Manager John Smith. Two back hoes, two dump trucks of gravel and culvert now leaving Public Works for Site One. ETA 20 minutes. Confirm when message delivered to Smith.
Site One: Site One understands message from Public Works Director Jose Padilla, to Assistant Emergency Manager John Smith. Two back hoes, two dump trucks of gravel and culvert now leaving Public Works for Site One. ETA 20 minutes. Will confirm when message delivered to Smith. This is Site One, KC5CCC clear.
You: Public Works, KB5BBB clear.
At this point everything reverts to ARES EOC net control.

14.2.6 Message Priority

Observe message priority as follows:

- Emergency (E)

Message dealing with life and/or death urgency.

- Priority (P)

Important message having a specific time limit. Official messages not covered by emergency category. Incident related traffic.

- Welfare (W)

Message sent to the disaster area inquiring as to the health and welfare of an individual. Message from the disaster area advising all is well with an individual.

- Routine (R)

Message not meeting above criteria. Message of a routine (day to day) nature.

Welfare messages will not be passed until Our Officer determines the status of the emergency situation and our resources allow such to be done without compromising our emergency communications service.

14.2.7 Mics to Officials

It is OK to hand the mics to the served officials so they can talk direct to each other. But, remember you are responsible for complying with FCC regulations including station identification.

14.2.8 Speak at a Deliberate Rate

When sending a message, speak at a measured deliberate rate - remember the receiving operator has to write down the message.

14.2.9 Saying Numbers

Give numbers one numeral at a time. For example:

Do say:	Seven two four six North Main, or One zero one zero meals
Do not say:	Seventy-two forty-six North Main One hundred ten meals

14.2.10 Spelling - Phonetics

When spelling is necessary, using letters will normally suffice. If phonetics are required, use standard phonetics

14.2.11 Logs

Keep a written log of your operations. Log should include messages sent, messages received, from whom and to whom information, date, time received and time message actually delivered to recipient, and essence of communication when served officials use mics.

If a message form is in use, refer to the numbered forms and keep in numerical order with your log.

If you are walking around in the field, it may not be practical to keep your log current. However, make what notes you can of the messages you send and receive and then transfer them to your log when you can.

Keep logs confidential. If the ARES EOC net control does not tell you what to do with your logs at the end of the incident, ask Our Officer.

14.2.12 Keep Lists

Keep a list of tactical signs along with associated operators and key emergency officials on a separate page of the log for your own quick reference.

14.2.13 Observations

Note in log any observations that might improve our communications service so this information won't be forgotten during the after operation evaluations.

14.2.14 Leaving Net Frequency

Let net control know if you must leave the frequency and when you expect to return. Check in when you return.

14.2.15 News Media

Do not talk with the press nor allow them to monitor the communications or look at logs. Politely refuse and tell them they must get any information from the responsible officials.

14.2.16 Information Not to Be Sent

Do not send anything by voice over the amateur radio frequencies is of a sensitive nature such as existence of fatalities, names of injured or dead, any telephone numbers, etc. You should assume the press and others are monitoring.

14.2.17 Tactical Call Signs and ID

If you have received a tactical call sign, use it rather than your own amateur call sign in your communications. Remember you only need to ID with your amateur call sign every ten minutes and at the end of your contact. Thus:

- The net control operator can slip in their call sign in their periodic announcements of the emergency or can occasionally drop in their amateur call sign by saying something like: "Red Cross, this is ARES EOC, KA5AAA."
- Other operators can usually just slip their call sign in at the end of their last transmission by saying something like: "North Evac Center, KB5BBB standing by."

14.2.18 If You Can't Contact ARES EOC (i.e., Net Control)

Your location, equipment or rig settings may prevent you from contacting our ARES EOC net control station. If this happens, some things you can do are:

- Try the alternate repeaters.
- Try contacting the relay station if we have activated one.
- Try our simplex frequency

14.2.19 When Someone Takes Your Place

When you are relieved by another operator:

- Brief the new operator about the assignment and any special conditions or expectations.
- Go over the list of repeaters and frequencies being used.

- Go over the log and lists with the new operator and leave them with new operator.
- Verify the new operator has the equipment and supplies to perform the assignment.
- Help the new operator verify his/her radio(s) can communicate with our net control station and other stations required by the assignment.
- Introduce the new operator to the officials you have been working with.
- Inform our net control operator of the change in operators.
- Leave the log and lists with the new operator.

14.2.20 Identify Drills

For drills, add "this is a drill" before or after messages.

14.3 After Incident Evaluation

- Participate in the after operation evaluation in person if practical.
- If you can not attend the evaluation in person, get your observations, suggestions and recommendations to Our Officer by:
 - Visiting with Our Officer or an Assistant over the radio.
 - Calling Our Officer or an Assistant on the phone.
 - Jotting down the information and forwarding it to Our Officer by email or regular mail.
- Review your own performance, abilities and equipment and begin preparation for the next time our services will be required.