

**UNITED STATES AIR FORCE
MILITARY AFFILIATE RADIO SYSTEM**

REGION THREE



EMERGENCY COMMUNICATIONS PLAN

07 DECEMBER 2007



**DEPARTMENT OF THE AIR FORCE
Military Affiliate Radio System (MARS)
Office of the Region 3 Emergency Coordinator
Stockton, MO 65785-0984**

To: All Region 3 MARS Members

Date: 25 January 2004

Subject: Region 3 Emergency Communications Plan Revision

Copies: File

The Region 3 Emergency Communications Plan, has been updated and changes are as follows:

1. Delete the paragraph designator for Paragraph 2; on attachments 3, 5 and 6. The last line will remain the same and should read "Actual Incident" or "MARS Exercise". (RE: Region 3 ECOM BDCST 03-05, DTG R 061830Z MAR 03)
2. New official e-mail address and name change for actual EEI reporting. Doms has become part of the joint staff and renamed JDOMS. The e-mail address for actual event EEI's is as follows: jdoms@js.pentagon.mil in addition to the foxhole@doms.army.mil e-mail address which will still be used. (RE: Region 3 ECOM BDCST 03-08, DTG P 201320Z JUN 03)

A handwritten signature in cursive script, appearing to read "Dan M. Kirby".

Daniel M. Kirby, AFA3DK/AFF3E
Region Emergency Coordinator (REC)

"Providing the Reins of Command in Emergencies"



**DEPARTMENT OF THE AIR FORCE
Military Affiliate Radio System (MARS)
Office of the Region 3 Public Affairs Manager
Dresser, WI 54009-4704**

To: All Region 3 MARS Members

Date: 28 April 2006

Subject: Region 3 Emergency Communications Plan Revision

Copies: File

The Region 3 Emergency Communications Plan has been updated and changes are as follows:

- 1 Actual Event EEI reports are no longer requested by JDOMS but should be sent to both AFNIEC@AOL.COM and HARRY.MARSTERS@MEBNR.ANG.AF.MIL (RE: ECOM BDCST 06-05 EEI REPORTING CHANGES, DTG P 272120Z APR 06). The following changes have been made:
 - a. Page 11, Concept of Operations, Item 4 – remove reference to sending EEI messages to JDOMS.
 - b. Page 14, Logistics, Item D – remove reference to JDOMS support.
 - c. Page 17, Item 1. Mission – remove phrase “to Joint Director of Military Support (JDOMS)”.
 - d. Page 18, TO Element – change email addresses.
 - e. Page 18, NOTE – replace email addresses.
 - f. Page 20, TO Element – change addresses
 - g. Page 20, NOTES – replace email addresses.
 - h. Page 21, NOTE – change address.,

A handwritten signature in black ink that reads "Jerry D. Ryan".

Jerry D. Ryan, AFA3TN/AFF3P
Region Public Affairs Manager

“Providing the Reins of Command in Emergencies



**DEPARTMENT OF THE AIR FORCE
Military Affiliate Radio System (MARS)
Office of the Region 3 Public Affairs Manager
Dresser, WI 54009-4704**

To: All Region 3 MARS Members

Date: 22 July 2006

Subject: Region 3 Emergency Communications Plan Revision

Copies: File

The Region 3 Emergency Communications Plan has been updated and changes are as follows:

1 The page numbering scheme has been changed so that future minor changes will not require replacement of all pages in the document.

2 ECOM BDCST 06-13 NEW EEI EMAIL ADDRESS, DTG R 190155Z JUL 06 specified new addresses for use with EEI reports. To implement these changes, the following changes have been made:

- a Page 12, TO Element – change email addresses.
- b Page 12, NOTE – replace email addresses.
- c Page 14, TO Element – change addresses
- d Page 14, NOTES – replace email addresses.
- e Page 15, TO Element – change address
- f Page 15, INFO Element – added SMD
- g Page 15, NOTE –change address

A handwritten signature in cursive script that reads "Jerry D. Ryan".

Jerry D. Ryan, AFA3TN/AFF3P
Region Public Affairs Manager

“Providing the Reins of Command in Emergencies



**DEPARTMENT OF THE AIR FORCE
Military Affiliate Radio System (MARS)
Office of the Region 3 Public Affairs Manager
Dresser, WI 54009-4704**

To: All Region 3 MARS Members

Date: 22 July 2007

Subject: Region 3 Emergency Communications Plan Revision

Copies: File

The Region 3 Emergency Communications Plan has been updated and changes are as follows:

- 1 Region 3 Bulletin 0711: EMERGENCY COMMUNICATIONS directed changes in the format of EEI messages and change to the recipient of Actual Event EEI messages. To implement these changes, the following changes have been made:
 - a Page 11, Removed item e, "General Damage Characteristics" and renumber current items f through i to e through h.
 - b Page 12, "Attachment 3 Essential Elements of Information (EEI), Report Format" – replace page to reflect current directives.
 - c Page 14, "Attachment 5 Sample EEI Message, Actual" – replace page to reflect current directives.
 - d Page 15, "Attachment 6 Sample EEI Message, Exercise" – replace page to reflect current directives.

A handwritten signature in cursive script that reads "Jerry D. Ryan".

Jerry D. Ryan, AFA3TN/AFF3P
Region Public Affairs Manager

"Providing the Reins of Command in Emergencies"



**DEPARTMENT OF THE AIR FORCE
Military Affiliate Radio System (MARS)
Office of the Region 3 Public Affairs Manager
Dresser, WI 54009-4704**

To: All Region 3 MARS Members

Date: 07 December 2007

Subject: Region 3 Emergency Communications Plan Revision

Copies: File

The Region 3 Emergency Communications Plan has been updated and changes are as follows:

- 1 Actual Event EEI reports sent by email through the winlink system require a “message precedence header” of //MARS P/ be included as the first element of the email subject line. To reflect this requirement the following changes have been made to this document:
 - a. Page 12, NOTE – change subject to //MARS P/ACTUAL EEI.
 - b. Page 14, NOTE – change subject to //MARS P/ACTUAL EEI.

A handwritten signature in cursive script that reads "Jerry D. Ryan".

Jerry D. Ryan, AFA3TN/AFF3P
Region Public Affairs Manager

“Providing the Reins of Command in Emergencies

RECORD OF CHANGES

Identification of Change or Correction; message, date-time-group, etc.		Date Change/Correction Entered	Change / Correction Entered by (Signature)
Change	Correction		

**UNITED STATES AIR FORCE
MILITARY AFFILIATE RADIO SYSTEM (MARS)**

**EMERGENCY COMMUNICATIONS PLAN
REGION THREE**

TABLE OF CONTENTS

Paragraph		Page
1.0	Situation.....	1
2.0	Mission.....	1
3.0	Objectives.....	1
4.0	Supported Organizations and Agencies.....	1
5.0	Command and Control.....	2
6.0	Tasked Equipment and Systems.....	3
7.0	Execution.....	3
7.A	Alerting - ECOM Alert Readiness Codes.....	3
7.B	Tasked Organizations - Joint Services MARS.....	5
7.C	Tasks.....	5
7.D	Concept of Operations.....	6
7.E	HF/SSB Operations	7
7.F	Data/Digital Communications Operations.....	7
7.G	Joint Service Operations.....	7
8.0	Logistics.....	8
9.0	Records (Logs and Reports).....	8
10.0	Safety	9
11.0	Distribution.....	9
12.0	0 Document Review and Approval.....	9
Attachment 1	Emergency/Contingency Plan Activation Message.....	10
Attachment 2	Essential Elements of Information (EEI), Description of	11
Attachment 3	Essential Elements of Information (EEI), Report Format	12
Attachment 4	Essential Elements of Information (EEI), Event Identifiers.....	13
Attachment 5	Sample EEI Message, Actual.....	14
Attachment 6	Sample EEI Message, Exercise.....	15
Attachment 7	Spot Reports/Sample Spot Report.....	16
Attachment 8	Net SITREP Format and Example Message.....	17
Attachment 9	State SITREP Format and Example Message.....	18
Attachment 10	After Action Report.....	19
Attachment 11	Emergency Coordinators After Action Report.....	20

DEPARTMENT OF THE AIR FORCE
Air Force Communications Agency
Military Affiliate Radio System (MARS) Region 3
Emergency Communications (ECOM) Plan 2004-1

25 JANUARY 2004

Reference(s): **USAF MARS Operating Directive, Vol. I**, dated 30 September 1992
Dod Directive 4650.2, *Military Affiliate Radio System (MARS)*
AFI 33-106, *Managing High Frequency Radios, Land Mobile Radios, Cellular Telephones, and the Military Affiliate Radio System*
FEMA Federal Response Plan 9230.1-PL, dated April 1999
U.S. Army MARS National Emergency OPLAN 4-02, dated 03 April 2002

TASKED ORGANIZATION(S): US Air Force MARS Region 3

1. SITUATION: A disaster condition may result from a catastrophic earthquake, significant natural disaster or other incident that produces extensive damage and results in large volumes of requests from all levels of government authority for services required to save lives and alleviate human suffering. These authorities require accurate and timely information on which to base their decisions and focus their response actions. Widespread damage to commercial telecommunications facilities is likely. At a time when the need for real-time electronically processed information is greatest, the capability to produce it may be seriously restricted or nonexistent. All surviving telecommunications assets of the various levels of government, augmented by extra-regional assets, will be needed immediately to assure a proper response to the needs of victims of the event.

2. MISSION: Provide emergency and disaster communications that support survival and recovery plans. Provide fixed and mobile communications that support the disaster preparedness program(s). Provide voice and point-to-point record (data) communications that support emergency(disaster) plans.

- A. The Region Officials, State MARS Directors (SMD's) and appointed Region officials operate under the authority assigned by the Chief, USAF MARS and in accordance with (IAW) the USAF MARS Operating Directive (MOD). Emergency communications support will be conducted within the guidelines identified in Chapter 15 of the MOD.

3. OBJECTIVE(S): USAF MARS will provide communications support for Emergency/Disaster operations in the Region as required by the situation and directed by Region MARS Officials. USAF MARS will also:

- A. Provide auxiliary communications for military and civilian officials during emergencies.
- B. Provide primary or backup communications for military installation disaster response forces as required.
- C. Provide Essential Elements of Information (EEI) Reports and SPOT Reports to appropriate
- D. Emergency Management and Emergency Response Agencies. (See attachments 2 thru 7)

4. SUPPORTED ORGANIZATIONS AND AGENCIES: USAF MARS will support the Federal Emergency Management Agency (FEMA), US Army Joint Director of Military Support (JDOMS), National Communications System HF Shared Resources (SHARES), State Emergency Management Agencies, Military and other organizations and agencies as may be directed during emergency/disaster support.

5. COMMAND AND CONTROL:

- A. **Federal Emergency Management Agency (FEMA)** is the primary resource advisor for disaster and emergency response within the Region.
- B. **Joint Director of Military Support (JDOMS)** is the responsible national-level Department of Defense (DOD) office for military support to civilian authorities.
- C. **State Emergency Management Agency** is the primary resource advisor for disaster and emergency response within each state.
- D. **HQ State Area Command (STARC)**, Army National Guard (ARNG) typically provides primary Operational Control (OPCON) of military resources in each state.
- E. USAF MARS support will normally be requested by FEMA and forwarded to JDOMS for coordination with the Chief, USAF MARS.
- F. The RMD and REC may task Regional USAF MARS ECOM support as needed based upon reliable knowledge that an emergency or disaster situation (or exercise) is imminent or has already occurred, and activation of MARS ECOM operations will enhance emergency/disaster response and recovery actions. An EMERGENCY / CONTINGENCY PLAN ACTIVATION Message will immediately be sent to Chief, USAF MARS at **HQ AFCA/GCWM (MARS), 203 W. Losey Street Room 3100, Scott AFB, IL 62225-5222** via the most expedient means possible. (See attachment 1)
- G. The Region Officials , State MARS Directors (SMDs) and appointed state officials operate under the authority assigned by the Chief, USAF MARS and in accordance with (IAW) the USAF MARS Operating Directive (MOD).
- H. USAF MARS Regional ECOM operations will normally be under OPCON (operational control of the Region MARS Director, Region Emergency Coordinator or other Region Official(s) and or the Net Control Station(s).
- I. The **Region MARS Director (RMD)** has overall responsibility for coordination of USAF MARS support by affiliate members within his/her jurisdiction. The Region MARS Director (RMD) or his/her designated representative(s) (Region Officials), may assign Affiliate Stations to serve as liaison to FEMA and or other agencies as may be tasked, for purposes of providing guidance in the employment of USAF MARS resources in emergency/disaster communications operations and serving as the gateway for relaying information and handling traffic between MARS and other agencies.
- J. The **Region Emergency Coordinator (REC)** will serve as the OPR (Office of Primary Responsibility) for all ECOM issues and will assist as needed with state and region wide emergency and disaster communications support, when available. State Emergency Coordinators (SECs) will be appointed by the SMDs, and will work with the REC to manage ECOM programs at the state level.
- K. The **State Mars Director (SMD)** is the only state official authorized to commit USAF MARS affiliate resources within their jurisdiction. The SMD or his/her designated representative, usually the State Emergency Coordinator (SEC), serves as liaison and advisor to State level EMA or Military authorities concerning USAF MARS resources within the state.

- L. The **State Emergency Coordinator (SEC)** will serve as the OPR (Office of Primary Responsibility) for all State Level ECOM issues, under the direction and guidance of the SMD and REC, and will assist as needed with state emergency and disaster communications support, when available. State Emergency Coordinators will be appointed by the SMDs, and will work with the REC to manage ECOM programs at the state level.

6. TASKED EQUIPMENT AND SYSTEMS: Equipment and systems employed are determined by the situation and mission requirements. Equipment may be both government owned and privately owned and maintained by individual MARS members. Equipment and systems are made available at no charge, in support of the DOD, the public interest and safety.

7. EXECUTION: The RMD has overall responsibility for coordination of USAF MARS support by affiliate members under his/her jurisdiction.

- A. **ALERTING:** SMDs and/or SECs will maintain a current roster or list of all assigned affiliate members and their telephone numbers. The list should also include, as a minimum RMD/AFF3C, DRMD/AFF3D, REC/AFF3E, and their telephone numbers. The SMD or SEC will ensure that this roster is distributed to all members within their jurisdiction for use in an emergency or disaster. A copy should also be forwarded to the Region Emergency Coordinator (REC).

1. It is the responsibility of all region affiliate members to remain alert by monitoring local radio and television broadcasts when conditions are favorable for emergency or disaster situations to occur, such as heavy rains, floods, hail, damaging winds, tornados, etc. Even when conditions seem to be normal an emergency situation or disaster may strike without warning, such as a **“HAZMAT”** (*Hazardous Materials*) event that could lead to evacuations in some areas. Earthquakes, brush fires, etc. are also events that strike without warnings.
2. In the event of an emergency or disaster situation occurring, affiliate members should contact the State Mars Director (SMD), State Emergency Coordinator(s) (SEC) or Region Emergency Coordinator (REC) and ensure that they are aware that a situation exists that may require MARS support. (*By giving an appraisal of emergency conditions, damage assessment, etc.*) The SMD and/or the REC will declare that an emergency exists and take appropriate action by sending an Emergency/Contingency Plan Activation Message. (See Attachment 1.) Emergency Coordination Net 3ECS1 will also be established on Region Frequencies.
3. Affiliates experiencing an emergency or disaster situation that has already occurred should immediately report to Region 3 Frequencies and determine by monitoring if an ECOM Net has been established. If there is an ECOM Net in progress then the affiliate should check-in and be available for the taking of and/or relaying emergency traffic as necessary.
4. **ECOM ALERT (READINESS) CODES:** The ECOM CONDITION CODES serve the same function as the WARNORD and OPORD. These are considered authorization to implement the ECOM actions directed by each condition.
 - a. **ECOM CONDITION 5** Emergency Communications Condition 5 Normal Communications Operations. (Normal Day to Day Operations)

- b. ECOM CONDITION 4** Emergency Communications Condition 4 Conditions exist that may develop into potential emergency/disaster situations over the next few days. NOTE: This is primarily used for potentially severe weathers ALERTS issued by the National Weather Service and should be used any time severe weather is predicted.

Take the following actions:
 Stay alert to News and Weather reports for potential problems.
 Be prepared to change ECOM Conditions to higher Readiness levels.
 Check-in to regular State, Area and Region Nets for current information.
- c. ECOM CONDITION 3** Emergency Communications Condition 3 An emergency or disaster situation is expected to develop within 48 hours.

Take the following actions:
 Monitor regular and/or primary ECOM Net frequencies. Make every effort to check into Nets to obtain the latest information about the potential emergency/disaster situation. Continue normal MARS operations and REMAIN ALERT.
- d. ECOM CONDITION 2** Emergency Communications Condition 2 An emergency or disaster situation is anticipated within 24 hours.

Take the following actions:
 Take all actions required to activate ECOM operations on short notice
 Maintain close contact with State and Region Officials for guidance and up to date information. Monitor regular or ECOM Nets for updates. STAY ALERT.
- e. ECOM CONDITION 1** Emergency Communications Condition 1
An emergency or disaster is imminent.

Take the following actions:
 Suspend all normal operations
 Activate all ECOM Networks (NETS) and ECOM Plan(s)
 Check-in to ECOM Nets and monitor (Guard) closely.
- f. ECOM CONDITION 0** Emergency Communications Condition 0
An Emergency or Disaster situation exists.

Take the following actions:
 Same actions as ECOM Condition 1
 Ensure all ECOM Nets and systems are in full operation
 Provide ECOM assistance to Local, State and Federal Emergency management Agencies as needed.
- g.** Unless an emergency or disaster situation is local and requires no outside support, ECOM Alerts are applicable to the entire Region.
- h.** The establishment of an ECOM Net, **3ECS1** will preclude all other nets until alert conditions are no longer required. (**ECOM Condition 5**)
- i.** When ALERT CONDITIONS are no longer required, Broadcast **ECOM CONDITION 5** to notify Stations to resume normal operations.

5. Major Emergency/Disaster operations involving Joint Services MARS Organizations will normally be preceded by an **WARNING ORDER (WARNORD)** The **WARNORD is an ALERT MESSAGE**, broadcast to all stations, advising them of potential/probable tasking of MARS resources in support of an Emergency/Disaster situation. When a WARNORD is received, SMDs and or SEC should:
 - a. Activate the alerting process to ensure that all affiliate members can be prepared and will monitor for further information and instructions. This will make the OPORD (ECOM Activation) notification much easier.
 - b. Advise members to monitor local/region ECOM frequencies and Army/Navy-Marine Corps ECOM frequencies for further information.
6. Major Emergency/Disaster operations involving Joint Services MARS organizations will normally be preceded by an **OPERATIONS ORDER (OPORD)** The **OPORD is an ECOM Activation Order**, authorizing and directing ECOM operations by MARS. This OPORD should be formatted similar to the ECOM Plan and edited to provide only the specific guidance, based upon available information, needed for the ECOM Operation. Use the ECOM Plan as a reference and further guidance.
7. The ECOM CONDITION (Alert Readiness Codes Section 7.A.4) serve the function as the WARNORD and OPORD. These are considered authorization to implement ECOM actions IAW the ECOM CONDITION CODE (4-0) and actions identified in each. Not all emergency or disaster situations will be preceded by a WARNORD or OPORD, especially when situations occur with no prior warning, such as man-made disasters or emergencies.

B. WARNORD/OPORD PROVIDES TASKED ORGANIZATIONS: Joint MARS Services

1. SITUATION, an overview of the emergency or disaster;
2. MISSION, what we are expected to do (Send EEI Reports, ETC.);
3. EXECUTION, identify frequencies and ECOM Nets to monitor for information and joint service coordination frequencies/nets. These frequencies are provided for use in addition to your local/Region ECOM Plans.

C. TASK(S): Establish and maintain the following communications capabilities (if applicable):

1. HF/SSB Voice Network on 3ECS1. Frequencies are as follows:
 ROMEO GOLF (RG) (Primary Local Nights)
 ROMEO HOTEL (RH) (Primary Local Nights)
 ROMEO INDIA (RI) (Primary Region-Wide Days)
2. HF/SSB Voice Liaison to FEMA as directed. Frequencies and Designators are as follows:

FEMA-1U	5211.0 KHz	USB	FEMA-1L	5211.0 KHz	LSB
FEMA-2U	10493.0 KHz	USB	FEMA-2L	10493.0 KHz	LSB
FEMA-3U	14567.0 KHz	USB	FEMA-3L	14567.0 KHz	LSB
FEMA-4U	13956.0 KHz	USB	FEMA-4L	13956.0 KHz	LSB

(FEMA's Primary Callsign is WGY 912 Location Mt. Weather, VA)

NOTE: Stations checking into the FEMA net must have NTIA compliant radio.

3. HF/SSB Data (RTTY, PACTOR, ETC.) communications will be used whenever possible to expedite handling of message traffic.
4. 4. VHF PACKET may be utilized as required to support communications efforts and will be IAW local MARS ECOM Plans.
5. 5. VHF/FM VOICE (Simplex or Repeater Operations) IAW the MOD and will be IAW local MARS ECOM Plans.

NOTE: FEMA and MARS NET frequencies will be tasked based upon the Time of Day, Propagation conditions, and Geographical coverage required.

D. CONCEPT OF OPERATIONS:

1. At the direction of the RMD or his/her designated representative (REC, SMD, SEC or any region officials), a Command and Control Net (3ECS1) will be established on ROMEO GOLF and or ROMEO HOTEL for the purposes of coordinating emergency/disaster communications support and handling communications activities for the supported agencies. The frequency will be determined by the geographical area involved, type of support, and time of day in the case of frequency RI.
2. A liaison station will be assigned to maintain communications with FEMA, SHARES, and other supported agencies when tasked, on the assigned frequencies as determined at the time of the activation and as directed by the OPORD.
3. 3. All USAF MARS affiliates should be familiar with, and proficient in preparing and transmitting ESSENTIAL ELEMENTS of INFORMATION (EEI) reports and SPOT Reports to JDOMS and other agencies as required.
4. A Gateway Station capable of E-MAIL or DIGITAL will be established to receive incoming Essential Elements of Information (EEI) reports from State and local operations, and forward them to other agencies as required. (See attachment 3 for E-MAIL address).
5. Stations operating within Emergency/Disaster areas should prepare and transmit Essential Elements of Information (EEI) reports to the applicable agencies VIA E-MAIL if available or DIGITAL. An E-MAIL or DIGITAL Gateway Station may be utilized to assist. (See attachment 3 for E-MAIL address).
6. DATA/DIGITAL (Record Communications) capabilities on HF and VHF may be established and maintained as required.
7. VHF Voice and PACKET operations may be conducted as required and IAW local MARS ECOM Plans.
8. Joint Service (USAF, Army and Navy-Marine Corps) MARS operations are encouraged whenever possible. Liaison Stations for Army and Navy-Marine Corps MARS Nets should be established whenever possible to help the flow of information. HF Coordination Net Frequencies are published in the WARNORD when applicable. Utilization of other services' resources (Voice Nets, Systems, and Digital Links) is encouraged, with the goal to support emergency/disaster operations with maximum efficiency and minimal duplication of efforts

E. HF/SSB OPERATIONS:

1. The Net Control Station (NCS) will activate the 3ECS1 Net and assign an Alternate NCS (ANCS) to assist with activities. Beacons and Fymon will be employed if available.
2. The NCS and Alternate NCS will maintain a log of all activities.
3. Region Officials, TRANSCONS, BEACONS, FYMON, and designated FEMA Liaison Stations will identify themselves during Roll Call.
4. The NCS will obtain communications capabilities (Modes of Operation), emergency power availability, and portable/transportable capabilities of each station checking into the Net when applicable.
5. Liaison station(s) will be assigned to maintain communications with FEMA, SHARES, USAF MARS TRANSCON nets and other supported agencies when tasked, on the assigned frequencies as determined at the time of the activation and as directed by the OPOD.
6. TRANSCON VOICE serves as both a Transcontinental Voice net for inter-regional communications as well as the primary interagency net during ECOM operations. Often times SHARES Stations and other joint service MARS stations will use TRANSCON as the primary joint service frequency. Liaison between State, Regional and TRANSCON nets are critical to the movement of ECOM related traffic. The RMD and REC should ensure that their nets have assigned liaison to TRANSCON nets. During ECOM operations, region officials should encourage stations to check in to TRANSCON.
7. Radiotelephone/phone patch may be used with approval of the NCS, if applicable to the current situation.
8. The Region HF Voice Net Manager will establish an NCS Duty Schedule if conditions call for extended net operations.

F. DATA/DIGITAL (Record) Communications Operations:

1. DATA/DIGITAL (Record) Communications operations will be conducted as required. DATA/DIGITAL Communications operations will be secondary to Voice Command and Control (C2) operations.
2. PACTOR and other Digital Operations (HF/SSB) may be utilized on Voice Nets when available, at the discretion of the NCS, and in an effort to expedite the flow of message traffic. PACTOR/Digital traffic may be passed on 3S1/3ECS1 frequencies during Emergency/Disaster Operations.

G. JOINT SERVICE OPERATIONS

1. Regional Joint Service Operations will be accomplished as required. Primary emphasis on Region-wide Operations will be for the purpose of supporting local and State level operations and coordination of Joint operations in effected areas.
2. State and Area Joint Service Operations are strongly encouraged. Good working relationships with

Army and Navy-Marine Corps MARS will allow for smoother transition into ECOM operations when needed. Joint use of HF/SSB Voice and Digital (Multi-mode) Nets consolidates resources and frees up limited frequencies for Region or Area wide operations.

3. State level MARS Operations will include the assignment of at least one (1) USAF MARS station to serve as liaison or a gateway to the USAF Region/Area wide Net. This station will serve as the GATEWAY to the Region Nets and handle message traffic and coordination instructions between the Region/Area and State Nets.

8 LOGISTICS:

- A. USAF MARS affiliates will normally operate from their home stations unless situations require deploying to specific operating locations.
- B. USAF MARS affiliates should be equipped and prepared to deploy to remote locations and establish communications links and systems required to support organizations and agencies involved in emergency/disaster operations.
- C. USAF MARS affiliates should be capable of integrating their equipment, systems, and operating procedures with other DOD and Emergency Management and Military agencies.
- D. USAF MARS affiliates should be familiar with, and proficient in preparing and transmitting ESSENTIAL ELEMENTS of INFORMATION (EEI) reports. (See attachments 2, thru 5)
- E. Commercial power sources should be used whenever possible in order to conserve batteries and other emergency power sources.

RECORDS: (Logs & Reports)

- A. Accurate and complete logs will be maintained in order to account for USAF MARS participation in any operation, as well as serve as a key source of information for review and analysis of USAF MARS effectiveness in providing the tasked communications support. Logs should include Message counts (transmitted/originated and received) and any pertinent Information.
- B. t participation reports will be submitted to the SMD and appropriate Region Net Manager(s) AFF3N and the Region Operations Analysis Manager (AFF3O) as soon as possible after termination of an operation or exercise by the Net Control Station(s).
- C. After-action reports based upon both actual emergencies and exercises provide a significant tool for managers at all levels in evaluating MARS operations. After-action reports not only identify potential shortcomings, but they also provide valuable information on specific portions of an operation that worked well and those that didn't work so well. After actions reports should include, but are not limited to the subject areas identified in the message format. (See attachments 10 and 11)
- D. After Actions Reports will be filed by the NCS(s) or SEC, with the RMD, SMD or designated representative within (2) days after the termination of an operation or exercise. (See attachment 10)
- E. Emergency Coordinator After Actions Reports will be filed with the REC (AFF3E) within seven (7) working days after termination of an operation or exercise. This report is more detailed and will provide additional feedback required to enhance our mission capabilities. (See attachment 11)

- F. Reports may be submitted in Message Format, E-MAIL, FAX or the most convenient method available in the format included in attachments 10 and 11.

10. SAFETY:

- A. All possible precautions will be taken to prevent accidents or injuries to all MARS affiliates and other persons.
- B. Antenna systems and equipment will be installed in such a manner as to minimize physical, electrical, and radiation safety hazards. A mandatory FCC requirement as of 1 September 2000. **Reference:** FCC, Office of Engineering & Technology Bulletins “OET Bulletin 65 (Edition 97-01)” and “Supplement B to OET Bulletin 65 (Edition 97-01)” *“Evaluating Compliance with FCC Guidelines for Human Exposure to Radiofrequency Electromagnetic Fields”*

11. INSTRUCTIONS:

- A. State MARS Directors (SMDs) will make every possible effort to ensure that all affiliate members are provided with a copy of the current Region ECOM Plan.
- B. Region HF Net (3S1) Manager will ensure all Net Control Stations maintain a current copy of the Region ECOM Plan.
- C. The Emergency Communications Plan will be available for downloading on the Region 3 website for those members that have internet capability. Region 3 URL address is: <http://usafmars.tripod.com>
- D. Special distribution requirements will be identified to the RMD for processing.

12. DOCUMENT REVIEW and APPROVAL:

- A. The Region Three Emergency Communications Plan has been reviewed and approved by the National Emergency Coordinator/AFN1EC.
- B. The Emergency Communications Plan will be reviewed and/or revised on an annual basis to ensure that all information remains current and up to date.
- C. Changes and/or revisions to the plan may be made at any time as deemed necessary by the Region Emergency Coordinator/AFF3E.

OFFICIAL



DANIEL M. KIRBY, AFA3DK / AFF3E Region
Emergency Coordinator (REC)

APPROVED

//Signature//
Harry L. Marsters II, AFN1EC
National Emergency Coordinator

(Attachment 1)

EMERGENCY/CONTINGENCY PLAN ACTIVATION MESSAGE

DE (Your Callsign) NRXXX (Your MSG NMBR)
IMMEDIATE (O) _____ Z (Use Routine for exercises)
(DDHHMM MONTH YY)

FROM:
TO: AFF3C KS
INFO: AFF3E MO
AGA3C IL
BT

1. Situation: (Nature of the emergency)
 2. Requester: (Name and Title of requester of USAF MARS support)
 3. Location: (Affected location or area)
 4. Appraisal: (Severity of the emergency. Estimate of communication needs and circuits to be established)
 5. Communications: (Frequency being monitored or used. Callsign of NCS (if any). Callsign of the emergency/contingency station(s) presently offering support.
 6. Remarks: (Pertinent information not mentioned above)
- BT

NNNN

(Attachment 2)

ESSENTIAL ELEMENTS OF INFORMATION (EEI) REPORTS, Description of

1. MISSION. Reference U.S. Army MARS National Emergency OPLAN 4-02, dated 30 April 1997. The EEI reports provide standardized information concerning a disaster area that may be useful to decision makers. In some cases, disaster support agencies may request additional information. The response to customer agency EEI requests is contained in Attachment 6.

2. EXECUTION. EEI reports are prepared and transmitted in a standardized MARS message format by individual MARS members when a situation occurs that dictates the need. The EEI report attempts to answer the information needs of disaster support agencies.

3. EEI REPORTS INFORMATION. The MARS EEI report provides information in a format that is easily extracted by JDOMS, NDMS, USASC, and other disaster relief agencies. Explanation of report elements follow:

- a. **Event Identifier:** A standardized event identifier will be used by all three MARS services (Army, Air Force, and Navy-Marine Corps). They will be used to categorize all events for both actual emergency situations and MARS exercises and will be included in Operational Orders (OPORDS) and all reports.
- b. **Incident and Location:** The information will identify the type of disaster/situation and geographical location.
 - (1) Incident examples -- chemical spill, earthquake, fire, flood, volcanic eruption, train wrecks, victims needing rescue, evacuation or medical treatment.
 - (2) Location -- town/city, state, highway, railway or descriptive locations.
- c. **Emergency Medical Facility Status:** This is the status of local emergency medical facilities. It should include the facility name, location and whether the facility is operational, damaged or destroyed.
- d. **Local Transportation Status:** This identifies the specific location and condition of major roads, bridges, railroads, waterways, ports and airports. Examples are:
 - (1) Roads -- restricted or impassable.
 - (2) Bridges -- restricted, damaged or destroyed.
 - (3) Airports -- restricted, inaccessible, damaged or destroyed.
 - (4) Railways -- restricted, impassible, damaged or destroyed.
- e. **Area Utility Status:** This provides the condition of public utilities, such as gas, water, electricity, water purification, and sanitation systems. The type utility and its condition (unaffected, limited, or unavailable) should be identified.
- f. **Local Communications Status:** This reports status of the local telephone, radio, TV, etc. The type of communication and its geographical location should be reported, along with the operational condition (unaffected, limited or unavailable).
- g. **Information Source/Time:** This is the source of the information and the time in ZULU it was received. Required information on the source is:
 - (1) If member observation -- MARS call sign.
 - (2) If disaster official -- Name and Agency (if known).
 - (3) If Radio/TV -- Radio station identification or network (if known).
- h. **Remarks:** Include any appropriate remarks. If the status is expected to change on any items, so annotate. Example: Telephone service was reported as unavailable. Under "Remarks", it could be noted that the telephone company expects to have full service restored by a designated date and time.

ESSENTIAL ELEMENTS OF INFORMATION (EEI) REPORT FORMAT

HEADER: IGN) NR (Message Number)
PRECEDENCE) (P=ACTUAL R=EXERCISE) (DATE) (TIME) Z (MONTH) (YEAR)
FM: Members Name/Callsign/State)
TO: E-Mail Actual Event is: aan3eei@winlink.org; Exercise is:AFF3C KS (See NOTE)
INFO: AFF2EC SC
AFF3C KS
AFF3E MO
AFF3XX (SMD)

BT

REF: ACTUAL EVENT (or) MARS EXERCISE

SUBJ: EEI REPORT

- 1. REF. EVENT IDENTIFIER:** (Use applicable Identifier from ATTACHMENT 4 or Plain Language if not on Identifier List)
 - A. INCIDENT LOCATION TIME:** (Specify Town, City, County or State-wide area).
 - B. EMERGENCY MEDICAL:** (Operational, Damaged, Destroyed, or Field Facilities available, etc.)
 - C. LOCAL TRANSPORTATION:** (Indicate which roads bridges, local airports, railroads are affected and status - open, restricted, closed, damaged, destroyed. Provide enough information to disaster relief officials to aid in deciding how to get assistance to the affected area.)
 - D. GENERAL DAMAGE DESCRIPTION:** General description of damage or impact on Major structures such as Government buildings, schools residences, commercial properties, public facilities; Fire Stations, etc. Include locations of shelters if applicable -
 - E. UTILITY STATUS:** (Gas, Water, Commercial Power, Sanitation Systems, Operational, Damaged, Destroyed, needed.)
 - F. COMMUNICATIONS STATUS:** (Telephone, Radio, TV, Cellular Phone - Operational, Damaged, Unavailable)
 - G. SOURCE OF INFO:** (Indicate Source of Information if different from DATE TIME GROUP of the message. Include MARS Callsign, Name of Official and Agency, Radio/TV Callsign or Network as applicable)
 - H. REMARKS:** (Include comments about expected changes in status of any of the above items such as power companies expect power to be cut for (specify estimated time) - If applicable, include expected time of next report.
- ACTUAL EVENT (or) MARS EXERCISE** (Same as Subject Line)

BT

NNNN

NOTE: Actual EEI Reports should be sent via E-MAIL if available, to the addressees as follows: E-MAIL: aan3eei@winlink.org (must be entered as all lower case characters). The E-MAIL subject must be //MARS P/ACTUAL EEI.

MARS Exercise EEI Reports should be sent via digital if available to AFF3C KS. If digital not available the report may be sent by voice to a digital capable station who will place it into the digital system.

DO NOT SEND EXERCISE EEI MESSAGES VIA EMAIL UNLESS YOU ARE INSTRUCTED TO DO SO BY THE CHIEF USAF MARS OR THE NATIONAL EMERGENCY COORDINATOR AFNIEC.

(Attachment 4)

ESSENTIAL ELEMENTS of INFORMATION (EEI), Event Identifiers -

Reference: U.S. ARMY/MARS NATIONAL EMERGENCY OPLAN 4-02, Applicable to USAF and USNAVMARCORMARS

<u>EVENT:</u>	<u>IDENTIFIER:</u>
AIR CRASH.....	FALLEN STAR
AIRBORNE POISONED GAS.....	POISONED AIR
BIOLOGICAL EVENT.....	BAD BUG
BOMBING INCIDENT.....	LOUD BANG
BRIDGE DAMAGE/LOSS (Major).....	LOST SUPPORT
CHEMICAL SPILL	POISONED GROUND
CIVIL UNREST/RIOT.....	BAD MAGIC
DAMAGING HAIL	FALLING ICE
EARTHQUAKE.....	ROLLING THUNDER
FLOOD.....	TALL WATER
FOREST/GROUND FIRE.....	SCORCHED EARTH
GAS LEAK/EXPLOSION (Major)	HOT AIR
HEAVY WINDS (Only)	MIGHTY WIND
HURRICANE.....	HOWLING WIND
ICY ROADS/INTERSTATE/FREEWAYS.....	BLACK ICE
INTERSTATE, BLOCKED/DAMAGED (Major)	BLOCKED LANE
MAJOR COMMUNICATIONS LINK DOWN.....	LOST COMM
NUCLEAR.....	NUCLEAR GRAYSTONE
OIL SPILL (Water).....	DARK WATER
POWER OUTAGE (Major)	DARK DAY
SEARCH/RESCUE.....	SECURE HAVEN
SEISMIC SEA WAVE.....	TSUNAMI
SHIP WRECK/INCIDENT.....	DEEP SEA
TERRORIST THREAT.....	HIDDEN SHADOW
TORNADO.....	VIOLENT TWISTER
TRAIN WRECK/DERAILMENT.....	BROKEN TRACKS
VOLCANO.....	BRAZEN BRIMSTONE
WATER DAM BROKE/DAMAGED (Major)	FAST WATER
WINTER SNOW STORMS.....	WHITE BLANKET

COMMUNICATIONS SUPPORT ROLE(S) IDENTIFIERS:

<u>SUPPORT ROLE:</u>	<u>IDENTIFIER:</u>
FEMA Support.....	FEDERAL RESPONSE
JCS Support.....	JOINT LIONS
NCS Support.....	TOP COVER
NDMS Support.....	MEDICAL LINK
SHARES Support.....	COMMON FORTUNE
NATIONAL GUARD/RESERVE Support.....	CIVIL COVER

The above Event Identifiers are used in the "APPLICABLE EVENT IDENTIFIER"

(Attachment 5)

SAMPLE EEI MESSAGE (ACTUAL)

DE AFA3DK NR 1
P 101730Z JAN 2007
FM DAN M. KIRBY/AFA3DK/MO
TO: aan3eei@winlink.org (See Notes:)
INFO: ZEN AFN1EC ME
ZEN AFF2EC SC
ZEN AFF3C KS
ZEN AFF3E MO
ZEN AFF3XX SMD
ZEN AFA3XX SEC

BT

REF. ACTUAL EVENT

SUBJ. EEI REPORT

1. REF EVENT IDENTIFIER: TALL WATER
A. INCIDENT LOCATION TIME: Cedar County Missouri
B. EMERGENCY MEDICAL: Not affected
C. LOCAL TRANSPORTATION: FLOODING ON MANY SECONDARY ROADS.
D. GENERAL DAMAGE DESCRIPTION: HEAVY RAINS HAVE CAUSED FLOODING OF LOW AREAS
E. UTILITY STATUS: NOT AFFECTED
F. COMMUNICATION STATUS: NOT AFFECTED
G. SOURCE OF INFO: Cedar County Sheriff
H. REMARKS: RAIN EXPECTED FOR SEVERAL HOURS. ROADS EXPECTED TO GET WORSE.
POTENTIAL FOR CLOSING OF MANY SECONDARY ROADS LATER TODAY.

ACTUAL EVENT

BT

NNNN

NOTES:

Precedence for Actual EEI will be **Priority**. Precedence for Exercise EEI will be **Routine**.

Actual EEI Reports should be sent via E-MAIL if available to the addresses as follows: E-MAIL: aan3eei@winlink.org (must be entered as all lower case characters). The E-MAIL subject must be //MARS P/ACTUAL EEI.

The originating station that sends an Actual EEI Report by E-Mail is responsible for sending the info copies by CC's or other means (*i.e. radio*)

Actual EEI reports sent by digital mode (*in the event E-MAIL is unavailable*) will be sent via the Winlink 2000 (WL2K or AirMail) system to: aan3eei@winlink.org

DO NOT SEND EXERCISE MESSAGES VIA EMAIL UNLESS YOU ARE INSTRUCTED TO DO SO BY THE CHIEF USAF MARS OR THE NATIONAL EMERGENCY COORDINATOR/AFN1EC.

(Attachment 6)

SAMPLE EEI MESSAGE (EXERCISE)

DE AFA3DK NR 1
R 101730Z JAN 2007
FM DAN M. KIRBY/AFA3DK/MO
TO: AFF3C KS
INFO: AFF2EC SC
 AFF3E MO
 AFF3MO MO

BT

REF. MARS EXERCISE

SUBJ. EEI REPORT

1. REF. EVENT IDENTIFIER: TALL WATER
- A. INCIDENT LOCATION TIME: Cedar County Missouri
- B. EMERGENCY MEDICAL: Not affected
- C. LOCAL TRANSPORTATION: FLOODING ON MANY SECONDARY ROADS.
- D. GENERAL DAMAGE DESCRIPTION: Flooding of low areras.
- E. UTILITY STATUS: NOT AFFECTED
- F. COMMUNICATIONS STATUS: NOT AFFECTED
- G. SOURCE OF INFO: Cedar County Sheriff
- H. remarks: RAIN EXPECTED FOR SEVERAL HOURS. ROADS EXPECTED TO GET WORSE.
POTENTIAL FOR CLOSING OF MANY SECONDARY ROADS LATER TODAY.

MARS EXERCISE

BT

NNNN

NOTE: Precedence for Actual EEI will be **Priority**. Precedence for Exercise EEI will be **Routine**.

MARS Exercise EEI Reports should be sent via digital if available to AFF3C KS. If digital not available the report may be sent by voice to a digital capable station who will place it into the digital system.

DO NOT SEND EXERCISE MESSAGES VIA EMAIL UNLESS YOU ARE INSTRUCTED TO DO SO BY THE CHIEF USAF MARS OR THE NATIONAL EMERGENCY COORDINATOR/AFN1EC.

(Attachment 7)

SPOT REPORTS

SPOT Reports are sent in response to requests from Emergency/Disaster officials requiring additional, up to date information on previous EEI Reports.

Any INFO REQUEST made directly to a NET will be responded to by the NCS.

When preparing/reporting SPOT Report information use the outline as follows:
WHO, WHAT, WHEN and WHERE. Use Plan-dress message format and the initials of the following paragraphs as follows:

DE (Your MARS CALLSIGN) NR (MSG Nmbr)

PRECEDENCE DATE TIME GROUP MONTH YR (ex: P 261700ZJAN96)
(PRIORITY for Actual Reports, ROUTINE for Exercise Reports)

FM (Members Name/Callsign/State)

TO Requesting Agency - Exactly as it appears on INFO REQUEST MSG

INFO RMD
REC
(SMD)
(SEC)

BT

ACTUAL EVENT (Use MARS EXERCISE for exercises)

SUBJ: SPOT REPORT / (Appropriate Event Identifier)

1. REF **(Requesting Agency, Individual name, DATE TIME GROUP of INFO REQUEST)**
- A. WHO **(Source of information) DO NOT REPORT RUMORS**
- B. WHAT **(What is the report about) BE CONCISE AND TO THE POINT**
- C. WHEN **(GIVE DATE-TIME THE INFORMATION WAS COLLECTED) If Unknown state so.**
- D. WHERE **(Give Geographic Location) USE ROAD INTERSECTIONS, MILE MARKERS ETC**

BT

NNNN

SAMPLE SPOT REPORT

DE AFA3DK NR 002
P 101745Z JAN 99
FM DAN M. KIRBY/AFA3DK/MO
TO AGA3C IL
INFO ZEN AFF3C KS
ZEN AFF3E MO
ZEN AFF3MO MO

BT

ACTUAL EVENT

SUBJ: SPOT REPORT/TALL WATER/MO

1. AFCA MSGT KEN DAVIS P101740Z JAN 99
- A. SHERIFF SPILLMAN, CEDAR COUNTY SHERIFF
- B. STATE ROUTE 32 CLOSED DUE TO FLOODING
- C. 101800Z JAN 99
- D. FLOODED BETWEEN EDGAR A. HEMBREE DRIVE AND CORP OF ENGINEERS DAMSITE ACCESS ROAD

BT

NNNN

(Attachment 8)

NET SITREP - Reports will be submitted to the RMD, REC, RVNM by each NCS Station at the end of each NET session.

NET SITREP FORMAT

DE (CALLSIGN) **NR** (MESSAGE NUMBER)
R (DATE/TIME GROUP)
FM (NAME)/(CALLSIGN)/(STATE)
TO **RMD**
REC
RVNM
INFO AFF2EC SC
BT
MARS EXERCISE OR ACTUAL EVENT/ (EVENT ID AND STATE)
1. NET OPENING TIME:
2. NET DESIGNATOR:
3. TOTAL STATIONS:
4. NUMBER OF EEI REPORTS:
5. TOTAL MESSAGES HANDLED:
6. REMARKS:
MARS EXERCISE OR ACTUAL EVENT/ (EVENT ID AND STATE)
BT

NNNN

NET SITREP EXAMPLE

DE AFA3DK NR 002
P 101745Z JAN 99
FM DAN M. KIRBY/AFA3DK/MO
TO AFF3C KS
INFO AFF3MO MO
AFF3E MO
AFF3D MN

BT
MARS EXERCISE TALL WATER MO
1. 031101Z APR 97
2. 3ECS1
3. 23
4. 18
5. 25
6. COMBINATION OF VHF PACKET, HF VOICE, RTTY, COMMERCIAL FAX AND E-MAIL
USED TO SEND ALL MESSAGE TRAFFIC TO REQUIRED DESTINATIONS.
MARS EXERCISE TALL WATER MO
BT

NNNN

(Attachment 9)

SITREPS

SITREPS or situation reports should be submitted at the end of each 24 hour (0001Z - 2359Z) period through the entire length of the operation.

STATE SITREP FORMAT

DE (CALLSIGN) NR (MESSAGE NUMBER)

R (DATE/TIME GROUP)

FM (NAME)/(CALLSIGN)/(STATE)

TO AFN1EC

SMD

RMD

REC

RVNM

BT

MARS EXERCISE OR ACTUAL EVENT/ (EVENT ID AND STATE)

1. REPORT COVERS LAST 24 HOURS ENDING (identify the time in ZULU time)

2. NET DESIGNATOR:

A. NET OPERATING TIMES:

B. TOTAL STATIONS:

C. NUMBER OF EEI REPORTS:

D. TOTAL MESSAGES HANDLED:

3. (REMARKS)

MARS EXERCISE OR ACTUAL EVENT/ (EVENT ID AND STATE)

BT

NNNN

STATE SITREP REPORT EXAMPLE

DE AFA3DK NR 002

R 040100Z JAN 99

FM DAN M. KIRBY/AFA3DK/MO

TO AFN1EC ME

AFF3MO MO

AFF3C MO

AFF3E MO

AFF3D MO

BT

MARS EXERCISE TALL WATER MO

1. REPORT COVERS LAST 24 HOURS ENDING 032359Z JAN 99

2. 3ECS1

A. 030001Z

B. 48

C. 32

D. 56

3. RI PROPAGATION POOR. RG AND RH USED WHENEVER POSSIBLE.

MARS EXERCISE TALLWATER MO

BT

NNNN

(Attachment 10)

AFTER ACTION REPORT

DE (Your Callsign) NR XXX (Your MSG Number)

ROUTINE (R) _____Z
 DDHHMM MONTH YY

FROM: (Callsign/State)

TO: AFF3C KS

INFO: AFF3E MO

 AGA3C IL

BT

SUBJECT: AFTER ACTION REPORT

1. PARTICIPATING STATIONS: (List the Callsigns and State)

2. DESCRIPTION OF OPERATION(S): (Briefly describe the Operation)

3. SUMMARY OF TRAFFIC HANDLED:

4. OPERATIONAL RECOGNITION:

 1. Agencies providing recognition: (List Agencies)

 2. Media Recognition: (List media sources, attach copies with the report
 if applicable)

 3. Other:

BT

NNNN

(Attachment 11)

EMERGENCY COORDINATORS AFTER ACTION REPORT

DE (Your MARS CALLSIGN) NR (MSG Nmbr)

ROUTINE DATE/TIME GROUP MONTH/YR (example: R 261700ZJAN96)

FM: (Members Name/Callsign/State)

TO: AFF3E MO
AFF3C KS

INFO: AGA3C IL
AFF3XX (Your SMD)

BT

SUBJ: EMERGENCY COORDINATORS AFTER-ACTION REPORT

1. REF: (Actual Event or "MARS EXERCISE")

A STATION: (Personal Callsign)

B. OPERATOR(S): (Club and Military Stations only)

C. LOCATION: (Include Deployed Operating Locations)

D EMERGENCY POWER USED: YES OR NO and TYPE (Battery or Generator)

E. BRIEF DESCRIPTION OF OPERATION: (Narrative)

F HOW WERE YOU NOTIFIED OF THE EMERGENCY:

G WEATHER CONDITIONS DURING OPERATIONS:

H. PROPAGATION CONDITIONS: (Give Time/Date/Frequency/Conditions)

I. NUMBER OF MESSAGES YOU PROCESSED:

J. NUMBER OF MESSAGES YOU ORIGINATED:

2. PROBLEMS OR ISSUES YOU ENCOUNTERED/OBSERVED:

A. PROVIDE NARRATIVE DESCRIPTION OF PROBLEM/ISSUE: (Include positive and negative)

B. RECOMMENDATIONS OR SUGGESTIONS FOR IMPROVEMENTS:

BT

NNNN