

New South Wales

TRANSPORT SERVICES

Functional Area Supporting Plan

A Supporting Plan to the
State Disaster Plan
(DISPLAN)

AUTHORISATION

The New South Wales Transport Services Functional Area Supporting Plan has been prepared as a Supporting Plan to the New South Wales State Disaster Plan (Displan) to coordinate, in the event of an emergency, the provision of transport services support and resources as required by Combat Agencies and other Functional Areas, whilst maintaining as far as practicable, the normal operations and activities of public and commercial transport services.

The Plan is authorised in accordance with the provisions of the State Emergency and Rescue Management Act, 1989.

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DEFINITIONS

(Note that definitions contained in DISPLAN are not repeated here unless of particular significance to this plan.)

Agency

means a government or a non-government agency. (Source: SERM Act).

Combat Agency

means the agency identified in Displan as the agency primarily responsible for responding to a particular emergency. (Source: SERM Act).

Contact Directory

in this plan means a listing of key personnel, with appropriate data provided, to allow urgent contact to be made at all times via telephone, facsimile or in person. It can serve a single organisation, in which case all personnel who may need to be contacted are listed with appropriate details and in order of priority, or it can apply to a general listing of a number of organisations with contact details provided for representatives from each organisation.

Control

means the overall direction of the activities, agencies or individuals concerned. (Source: SERM Act).

Coordination

means the bringing together of agencies and individuals to ensure effective emergency management, but does not include the control of agencies or individuals by direction. (Source: SERM Act).

Displan

means the State Disaster Plan. The object of Displan is to ensure the co-ordinated response to emergencies by all agencies having responsibilities and functions in emergencies. (Source: Displan).

District

The State is divided into such Emergency Management Districts as the Minister may determine by order published in the Gazette. Any such order may describe the boundaries of a district by reference to Police Region, local government areas, maps or otherwise. (Source: SERM Act).

District Emergency Operations Controller (DEOCON)

means the person appointed by the Commissioner of Police as District Emergency Operations Controller for the District who is a police officer holding the position of Region Commander. (Source: SERM Act).

Emergency

means an emergency due to the actual or imminent occurrence of an event which:

- (a) endangers, or threatens to endanger, the safety or health of persons in the State; or
- (b) destroys or damages, or threatens to destroy or damage, any property in the State;

and being an emergency which requires a significant and co-ordinated response. (Source: SERM Act).

Emergency Operations Centre

means a centre established at State, District or Local level as a centre of communications during an emergency. (Source: SERM Act).

Functional Area

means a category of services involved in preparations for an emergency, including land, sea and air Transport Services. (Source: SERM Act).

Functional Area Coordinator

in this plan means the appointed head of a functional area, who, by agreement of participating organisations and supporting organisations within the functional area, has the authority to commit the resources of those participating agencies and to call upon assistance and resources from those supporting agencies.

Government Agency

means:

- (a) a government department or administrative office as defined in the Public Sector Management Act 1988;
- (b) a public authority, being a body (whether incorporated or not) established by or under an Act for a public purpose, other than:
 - i. the Legislative Council or Legislative Assembly or a committee of either or both of those bodies; or
 - ii. a court or other judicial tribunal;
- (c) the Police Service;
- (d) a local government council or other local authority; or
- (e) a member or officer of an agency referred to in paragraphs a-d or any other person in the service of the Crown who has statutory functions, other than:
 - i. the Governor, the Lieutenant-Governor or the Administrator of the State;
 - ii. a Minister of the Crown;

- iii. a Member of the Legislative Council or Legislative Assembly or an officer of that Council or Assembly; or
- iv. a judicial officer. (Source: SERM Act).

Liaison Officer (LO)

in this plan means a representative from an organisation who has the responsibility to ensure proper coordination and timely flow of information between the organisation they represent and another. In the context of this plan a Liaison Officer either;

- (a) provides the communication link between the Transport Services Functional Area Co-ordinator (TSFAC) to the State Emergency Operations Controller (SEOCN) at the State Emergency Operations Centre (SEOC),
- (b) provides the communication link between TSFAC and a designated Combat Agency responsible for controlling an emergency, or
- (c) provides the communication link to TSFAC from the Participating or Supporting Organisation s/he represents at the Transport Services Coordination Centre. Liaison Officers are to be capable of providing immediate advice on the capabilities and current status of the resources of the agency they represent and must have the authority to commit these resources.

Local Government Area

means a city, municipality or shire within the meaning of the Local Government Act 1993 or combined local government areas as referred to in section 27 of the State Emergency and Rescue Management Act, 1989. (Source: SERM Act).

Local Emergency Operations Controller (LEOCON)

means a member of the Police Service appointed by the District Emergency Operations Controller stationed within the district in which the local government area is located. The person appointed must, in the opinion of the District Emergency Operations Controller have experience in Emergency Management. (Source: SERM Act).

Participating Organisation

in this plan means a Government Agency, volunteer organisation or other agency that has either given formal notice, or has acknowledged to TSFAC, that it is willing to participate in emergency management operations under the direction of TSFAC, and with levels of support resources as appropriate to the emergency.

Plan

means a step by step sequence for the conduct of a single or series of connected emergency operations to be carried out simultaneously or in succession. It is usually based upon stated assumptions, and is a promulgated record of a previously agreed set of roles, responsibilities, functions, actions and management arrangements. The designation 'plan' is usually used in preparing for emergency operations in advance. A plan may be put into effect at a prescribed time, or on signal, and then becomes the basis of the emergency operation order for that emergency operation. (Source: Displan).

Preparation

in relation to an emergency includes arrangements or plans to deal with an emergency or the effects of an emergency. (Source: SERM Act).

Recovery

in this plan means the process of returning an affected community to its normal level of functioning after an emergency. "Initial" recovery limits this process to that necessary to restore essential services to the level where the continuing process can be managed by local authorities.

Rescue

means the safe removal of persons or animals from actual or threatened danger of physical harm. (Source: SERM Act).

Response

means the process of combating an emergency and of providing immediate relief for persons affected by an emergency. (Source: SERM Act).

State Emergency Management Structure

in this plan means the emergency management and rescue structure at State, District and Local Government levels, consisting of State, District and Local Emergency Management Committees, and operations centres, which provides for an all agency comprehensive and co-ordinated approach for the prevention of, preparation for, response to and recovery from emergencies.

State Emergency Operations Controller (SEOCN)

means the person appointed by the Governor, on the recommendation of the Minister, responsible for, in an emergency affecting more than one district, for controlling the allocation of resources in response to the emergency. (Source: SERM Act).

State Emergency Management Committee (SEMC)

means the committee constituted by the State Emergency and Rescue Management Act, 1989 and is the principal committee established under this Act for the purposes of emergency management throughout the State and, in particular, is responsible for emergency planning at State level. (Source: Displan).

Sub-plan

means an action plan required for a specific hazard, critical task or special event. It is required when the arrangements necessary to deal with the hazard, critical task or special event differ from the general coordination arrangements set out in the Main Plan(s) for hazard impact in the area. (Source: Displan).

Supporting Organisation

in this plan means a Government Agency, volunteer organisation or other agency that has either given formal notice, or has acknowledged to TSFAC, that it is willing to be called upon to provide assistance or resources to a combat agency in the event of an emergency. It will be subject to co-ordination by the combat agency or TSFAC.

Supporting Plan

means a plan prepared by an organisation, or a group of organisations, which describes the support to be provided to a controlling or co-ordinating body during an emergency. It is an action plan which describes how a single function or service is to be coordinated in order to fulfil the roles and responsibilities allocated. (Source: Displan).

Transport Services

in this plan means resources and services pertaining to all land, sea and air transport areas which may be required to assist response and initial recovery operations in an emergency.

ABBREVIATIONS

| | |
|----------------|--|
| DEOCON | District Emergency Operations Controller (Police Region Commander) |
| DTSFAC | District Transport Services Functional Area Coordinator |
| DISPLAN | The NSW State Disaster Plan |
| LEOCON | Local Emergency Operations Controller |
| LO | Liaison Officer |
| TSCC | Transport Services Coordination Centre |
| TSFAC | (State) Transport Services Functional Area Coordinator |
| SEMC | State Emergency Management Committee |
| SEOC | State Emergency Operations Centre (DEOC and LEOC are District and Local Emergency Operations Centres respectively) |
| SEOCON | State Emergency Operations Controller |

1. INTRODUCTION

- a. This Plan is the Transport Services Functional Area Supporting Plan to the NSW State Disaster Plan (Displan) developed pursuant to the State Emergency and Rescue Management Act, 1989, and should be read in conjunction with that Plan. It sets out the arrangements made by the Transport Services Functional Area Coordinator (TSFAC) to co-ordinate transport services support and resources in the event of an emergency.
- b. The Plan provides for both government and non-government organisations to cooperate in a controlled and coordinated manner in an emergency and sets out specific responsibilities and tasks.

2. ROLE

- a. Displan allocates the following roles and responsibilities to the Transport Services Functional Area:
 - i. Coordinate the provision of land, sea and air transport support as required by the Combat Agency, emergency services organisations and other Functional Areas, whilst maintaining as far as practicable, the normal operations and activities of public and commercial transport services. Tasks for providing transport to other Services or Areas might include:
 - (1) movement of emergency equipment and personnel;
 - (2) movement of emergency supplies and goods including water, fuel and food;
 - (3) evacuation of people and animals; and
 - (4) assistance for medical transport.
 - ii. Maintain and operate a transport route advisory service to the Combat Agency, emergency services organisations and other Functional Areas and members of the public.
- b. The TSFAC, a member of the State Emergency Management Committee, so nominated by the Minister for Transport, is responsible for the planning for the coordinated use of all transport resources within the State in response to, and initial recovery from, the impact and effects of an emergency.
- c. TSFAC, assisted by the Transport Services Functional Area Sub-Committee, is charged with the responsibility to:
 - i. maintain and review the State Transport Services Functional Area Supporting Plan,

- ii. review and technically endorse all District level Transport Services Functional Area Supporting Plans,
 - iii. provide Transport Services input and advice to all State level Subplans,
 - iv. establish and maintain the Transport Services Coordination Centre (TSCC), and
 - v. coordinate Transport Services support during emergency operations.
- d. The participating organisations and agencies identified in this document enable transport resources to be grouped flexibly when required for emergency operations.

3. SCOPE

- a. The Transport Services Functional Area Supporting Plan identifies the arrangements needed at State level to effectively and efficiently coordinate the mobilisation and deployment of all transport resources available within the State for emergency response and initial recovery operations.
- b. Response operations are those undertaken to save lives, protect property and render an affected area safe. Initial recovery operations in this Plan are limited to the provision of transport services support as required by the State Emergency Operations Controller (SEOCN), the Combat Agency, emergency services organisations and other Functional Areas whilst maintaining as far as practicable, the normal operations and activities of public and commercial transport services. It also includes maintaining and operating a transport (road and rail) route service to the Combat Agency, emergency services organisations and other Functional Areas.
- c. The State level arrangements to coordinate the mobilisation of transport resources, as set out in this Plan, are to be mirrored by:
 - i. District and Local Transport Services Functional Area Supporting Plans which are supporting plans to District and Local Displans respectively. At local level a detailed plan such as this may not be required. Subject to the availability of transport resources, the requirement may be met by including a paragraph in the Responsibilities Section of the Local Displan setting out the control and coordination arrangements.
 - ii. Sub-Plans involving coordination of transport services, where such sub-plans are developed by organisations in respect to specific hazards as required by Displan.
 - iii. Only transport actually controlled at local level can be included in local supporting plans. Resources which are in location but are under external control cannot be included unless specific arrangements are made.

4. AIM

- a. This Plan details the coordination of all transport support resources for response and initial recovery operations during emergencies.

5. EXECUTION

a. Concept

- i. As the effects of an event are assessed and emergency operations commence, action to supply and/or coordinate transport services support at State level would be initiated by the following:

- (1) District Transport Services Functional Area Coordinator (DTSFAC), who has committed transport services support as required by the relevant DEOCON, and requires additional transport resources; or
- (2) SEOCON, who requires transport services support resources for a particular emergency response and activates the SEOC/TSFAC Coordination Centre.

- ii. From the information provided by the activation direction, TSFAC identifies all potential sources of transport resources support from Participating and Supporting Organisations.

iii. TSFAC then:

- (1) activates the Transport Services Supporting Plan as required;
- (2) calls for Liaison Officers from appropriate Participating and Supporting Organisations to report to the TSCC when required;
- (3) assesses details of transport services support requirements to determine:
 - (a) needs;
 - (b) resource availability;
 - (c) equipment size, capability, location, and suitability for purpose;
 - (d) deployment requirements and time, and
 - (e) costs.

- iv. TSFAC intends to involve only those Participating or Supporting Organisations necessary to efficiently and effectively meet transport services support requirements for the response and initial recovery of the emergency operation.

- v. The coordination of the use of all transport resources is managed by TSFAC from the TSCC. In addition, TSFAC establishes and maintains transport and technical communication links to DTSFACs, and through them to Local Transport Services Functional Area Coordinators (LTSFAC) where these have

been appointed. These links enable TSFAC to coordinate the appropriate transport resources at all levels in response and initial recovery operations.

b. Roles and Responsibilities

- i. The Transport Services Functional Area is a supporting arm of the State's emergency management structure. It is at the disposal of the SEOCON for the conduct of operations once Displan is activated.
- ii. Communication links established between the SEOC, TSFAC and the TSCC enable direct access to transport services and resources during emergencies. Further details are contained in Section 7.

c. Participating Organisations

- i. TSFAC has arranged and maintains resource commitment agreements with the following Participating Organisations:
 - (1) Roads and Traffic Authority
 - (2) State Transit Authority
 - (3) Waterways Authority
 - (4) State Rail Authority
 - (5) FreightCorp
 - (6) Railway Services Australia
 - (7) Rail Access Corporation
 - (8) Taxi Council of New South Wales
 - (9) Bus And Coach Association (NSW)
 - (10) State Mail Service
 - (11) Road Transport Association
 - (12) National Roads & Motorists Association
 - (13) Regional Airlines Association
- ii. The contact information for each Participating Organisation is held by the TSFAC and at the TSCC.
- iii. Where the services provided by a Participating Organisation are affected by an emergency, that organisation has an obvious responsibility to restore those services. In addition, each Participating Organisation commits its unaffected transport resources to assist in any emergency response and/or initial recovery operation when called upon to do so by TSFAC.
- iv. To meet the operational requirements of SEOCON, TSFAC determines the priorities for usage and deployment of transport resources/services from all Participating Organisations during the response and initial recovery stage of an emergency.

- v. Up to date summary lists of transport equipment and personnel, by generic type only, are to be provided by each Participating Organisation for retention at the TSCC. These summary lists are to be reviewed and updated annually by each Participating Organisation.
 - vi. Participating Organisations are to develop and maintain their own Operating Procedures/Supporting Plans for their internal response requirements. A copy of each Participating Organisation's plan is to be provided to TSFAC for retention in the TSCC.
- d. Supporting Organisations
- i. TSFAC has arranged and maintains informal agreements with various Supporting Organisations who have agreed to provide transport resources during emergencies.
 - ii. Up to date summary lists of transport resources, by generic type only, are to be provided by each Supporting Organisation for retention at the TSCC. These summary lists are to be reviewed and updated annually by the Supporting Organisations.
 - iii. Where applicable, Supporting Organisations should develop and maintain their own Operating Procedures/Supporting Plans for their internal response procedures for when they are called upon to provide transport support resources in an emergency. A copy of these plans should be provided to the TSCC.

6. COORDINATION

- a. Activation
- i. When so directed by SEOCON, TSFAC activates this Plan when required to control and coordinate transport services support during emergencies.
 - ii. The sequence of events relating to the activation of this plan is:
 - (1) Alert Stage
- When 'Alerted' TSFAC:
- (a) warns nominated contact personnel from those Participating and Supporting Organisations that they may become involved, and advises on the effects of the impact and probable operational requirements;
 - (b) activates and staffs the TSCC to 'watchkeeping' status (*Dependant on scope of emergency*);
 - (c) identifies a Transport Services Liaison Officer for deployment to the SEOC; (*Sufficient liaison officers to allow for 24 hour operations are to be nominated.*)
 - (d) establishes and maintains the communication links SEOC/TSCC;

- (e) establishes and maintains the communication links with the appropriate DTSFAC/s and District Transport Services Coordination Centre (DTSCC);
- (f) collects, processes and disseminates transport intelligence to and from the appropriate DTSCC.

(2) Standby Stage

When advised of 'Standby' TSFAC:

- (a) warns nominated contact personnel from those Participating and Supporting Organisations that may be involved, of the changed situation and calls for liaison officers as required;
- (b) orders the TSCC to be fully staffed and operational (*Dependant on scope of emergency*);
- (c) deploys a Liaison Officer to the SEOC to establish and maintain the communication link between the TSCC and the SEOC, and provide technical advice;
- (d) based on available intelligence on the event, proposes a plan of operations, including listing a priority of tasks and allocating appropriate resources;
- (e) advises the plan of operations to DTSFACs as appropriate and to the Liaison Officers from the Participating/Supporting Organisations involved;
- (f) maintains communication links with the appropriate DTSFAC/s and Coordination Centre/s.

(3) Call Out Stage

When advised of 'Call Out' TSFAC:

- (a) coordinates transport resources required for assigned tasks;
- (b) calls on those Participating and Supporting Organisations that are involved to remain on 24 hour/day alert, and if necessary, to provide full-time Liaison Officers to the TSCC;
- (c) ensures the Liaison Officer assigned to the SEOC is kept fully informed on the status of transport resource levels, and the assessed capability of transport resources to sustain operations;
- (d) through the Liaison Officer, ensures that SEOC is kept fully informed of progress and developments relating to transport in the course of the emergency;
- (e) maintains direct and continuous communication links with the DTSFAC/s in:
 - (i) the District(s) in which the emergency is occurring and;
 - (ii) the Districts adjoining the area of emergency but not directly affected by it.

(Note: District Transport Services Coordinators, whilst maintaining the above technical communications links with the State TSFAC, are under

the direct control of their relevant District Emergency Operations Controller during emergency operations).

- (f) Maintain and operate a transport route advisory service to the Combat Agency, emergency services organisations and other Functional Areas.

(4) Stand Down

When advised of 'Stand Down' TSFAC:

- (a) advises the Participating and Supporting Organisations that have been involved of the 'Stand Down' declaration and of any ongoing requirements for transport resources during recovery operations;
- (b) determines the degree of ongoing mobilisation of the TSCC that is necessary and informs Liaison Officers from Participating and Supporting Organisations accordingly;
- (c) makes arrangements for a formal 'debrief' of all organisations involved in providing transport services;
- (d) following the 'debrief', prepares a post operation report, highlighting lessons learnt, and amendments needed to policy and/or plans;
- (e) performs additional tasks assigned, including State debriefing requirements.

7. CONTROL AND COMMUNICATION

a. Coordination Centre

The TSCC is located at:

Roads and Traffic Authority
Transport Management Centre
25 Garden Street,
Eveleigh Technology Park, Redfern

b. Alternative Coordination Centre

In the event that the above Centre is inoperable, an alternative centre is located at:

NSW Department of Transport
L12, 227 Elizabeth Street,
Sydney
Phone: (02) 9268 2810 Fax: (02) 9268 2839

c. Control

- i. Control of an emergency, whether at Local, District or State level, is always vested with the Emergency Operations Controller at the appropriate level.

Note: The roles and responsibilities of the various organisations and personnel involved in the control of emergencies at the different levels are described in Displan. Displan also describes the interrelationships with the operational areas as well as other functional areas within the emergency management structure, ie. combat agencies and other organisations.

d. Communications

- i. Communications within the Transport Services Functional Area - Participating Organisations

- (1) Each Participating Organisation is to provide a contact directory to enable 24 hour access. The directory is to include, by priority order of contact, the names, phone numbers (work, after hours, mobile phone), facsimile numbers and any other emergency contact numbers and private home addresses of all contact personnel.
- (2) Nominated contact persons are to be senior employees of the organisation. Deployment/response is to be in accordance with their organisation's supporting plans. When required, they will co-ordinate the provision of liaison officers from their organisation to the TSCC on a 24 hour per day basis.
- (3) The Participating Organisation's representative on the Transport Services Functional Area Sub-Committee may be, but is not necessarily, the first nominated contact person at the time of emergency.

- ii. Communications - District Transport Services Coordination Centres

- (1) Each DTSFAC provides the TSFAC with contact details - home, work and emergency telephone numbers, home and work addresses and accessible facsimile numbers to enable 24 hour contact. TSFAC retains the above information at the State TSCC. Any changes to the above contact details should be notified immediately.
- (2) Once the State TSCC has been fully mobilised, communication between the TSFAC and the DTSFAC is by telephone and facsimile. Telephone and facsimile numbers and addresses of District Transport Services Coordination Centres are maintained in the TSCC.

iii. Communications from SEOC to the TSCC

- (1) The principal communication links between SEOC and the TSCC are telephone and facsimile. The Liaison Officer, deployed to the SEOC on a 24 hour per day basis from the 'Stand by' stage through to the 'Stand-down' stage of an emergency, maintains direct communication links between these Centres.
- (2) The principal roles of this Liaison Officer are:
 - (a) maintain and operate the communication links with the TSCC;
 - (b) provide advice to SEOCON and the SEOC staff on the resource capabilities and characteristics of the Transport Services Functional Area;
 - (c) keep SEOCON and the SEOC staff informed of the actions taken by and the requirements of the Transport Services Functional Area;
 - (d) convey SEOCON's directions and instructions to TSFAC.

iv. Communications - General

- (1) The TSCC is provided with 5 Telecom lines. These 5 lines include 1 facsimile line. In addition, there are mobile telephones assigned to various officers located at the TSCC, which can be co-opted for use, if required. Further backup is available for transport of hard copy information by courier if necessary.

v. District and Local Transport Services Emergency Coordination Communication

- (1) Where practicable, the State level communication system are mirrored at District and Local levels. District and Local TSFACs determine the appropriate numbers of telephone/facsimile lines (depending on numbers of Participating and Supporting Organisations at District/Local levels) and develop contingency/backup plans to ensure continuous communication can be maintained from Local Transport Services Coordination Centre to DTSCC, and from DTSCC to the State TSCC. Annex A shows the communication links required.

8. ADMINISTRATION AND TRAINING

a. Transport Services Coordination Centre - Administration

- i. The TSCC is administered and maintained by the Roads and Traffic Authority. Personnel from the Roads and Traffic Authority are responsible for the cleaning, general upkeep and security of the Centre at all times, plus ensuring that all communication links and facilities at the Centre are ready at any time for immediate activation.
- ii. TSFAC is to ensure that sufficient adequately trained personnel are available to immediately service the Centre during an emergency operation. If adequate warning has been given to Participating Organisations during the 'Alert' and 'Standby' stages, the Liaison Officers deployed from those organisations to the TSCC at the 'Stand by' stage are to be self supporting i.e. each Participating Organisation is to have organised rostered relief, meals, transport, accommodation, etc.
- iii. TSFAC is to provide meals to those personnel deemed to be key personnel whose presence is required continuously at the Centre.

b. Expenditure and Recovery of Funds

- i. For those Participating/Supporting Organisations which are Government Agencies, expenditure of funds during an emergency response or recovery operation is met in the first instance from within their normal operating budgets. This applies to the provision of Liaison Officers at the Co-ordination Centre as well as to actual transport resources (plant and/or personnel). (Sections 705 to 709 of Displan expand on this issue.)
- ii. For private sector organisations or personnel, the cost of providing transport resources during emergency response or recovery operations is met by the requesting agency. Through the SEOCON or authorised delegate, TSFAC or authorised delegate arranges for any necessary requisitioning and any subsequent approval for negotiated reimbursement of costs incurred. Part 7 of Displan deals with this.

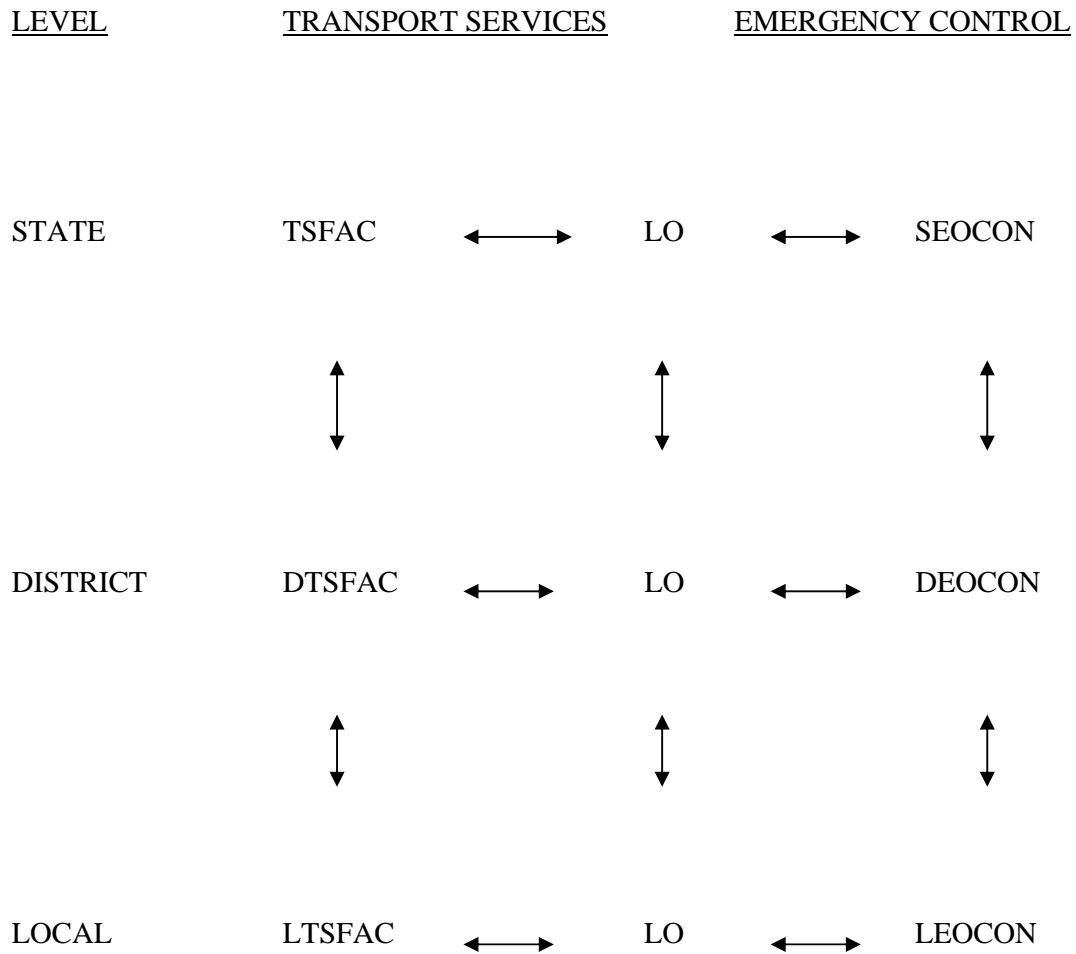
c. Training

- i. The Transport Services Functional Area is to test its ability to respond effectively to emergencies in two ways:
 - (1) as part of major exercises controlled by the State Emergency Management Structure at State, District and Local levels and;
 - (2) in smaller self-contained exercises within the Transport Services Functional Area only.

- ii. Exercises carried out as per (1) above may be either desktop exercises or full simulations of an actual emergency. Such exercises are organised and controlled by the SEOCN and Participating and Supporting Organisations should anticipate that testing exercises are to be held at least annually. These exercises test the ability of the various operational and functional areas, including the Transport Services Functional Area, to respond to an emergency.
- iii. Exercises carried out as per (2) above may be either desktop exercises or full simulations of an actual emergency. Such exercises are organised and controlled by the TSFAC, and Participating and Supporting Organisations should anticipate that these will be held at least annually, in addition to exercises (ii) above. These exercises prepare personnel from Participating and Supporting Organisations for real emergencies, and are used to test procedures and practices.
- iv. In addition to the above exercises each Participating and Supporting Organisation should train their own personnel in response requirements and conduct their own exercises to ensure effective response.

ANNEX A

Communication Links



Principal communication links are by telephone and facsimile.

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