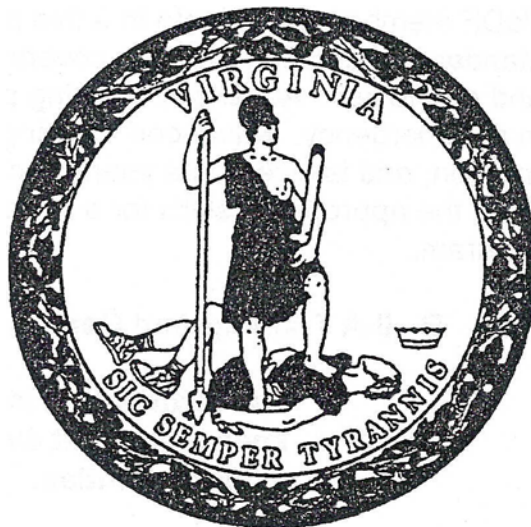


VIRGINIA DEFENSE FORCE  
PAMPHLET 350-2-1

Training Course

LEVEL II-A  
TRAINING COURSE  
(SELF STUDY)



January 2018

# VIRGINIA DEFENSE FORCE

## II-A COURSE 350-2-1

### 1. INTRODUCTION

#### II-A Training and Certification~

- 1 II-A-certification is entry level certification in emergency response knowledge that every VDF member should have to perform his or her assigned duties.
- 2 II-A certification is self-study. The certification Process is:
  - (a) Member studies the material in this manual.
  - (b) Individual takes the written examination, “open book”, on material in this manual. The passing score is 100%.
- 3 The passing answer sheet is posted in the individual’s REGT level MPRJ. Answer sheets scored incorrect are returned to the student for further study and correction.

## 2. ALERTING AND ACTIVATION:

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### A. Mission:

By the Code of Virginia and Adjutant General Letter of Instruction, the mission of the VDF is to:

- 1 Assume control of National Guard facilities.
- 2 Assist in National Guard mobilization.
- 3 Support the National Guard with family assistance.
- 4 Perform all tasks currently performed by the National Guard to protect life and property.
- 5 Perform tasks unique to the post mobilization environment.
- 6 Provide support to the VANG in the National Guard Civil Support (NGCS) mission.

### B. Firearms:

The Code of Virginia states VDF members "shall not be armed with firearms during the performance of Training Duty or State Active Duty, except under circumstances and in instances authorized by the Governor (44-54.12).

### C. Activation:

The call to State Active Duty is authorized by the Governor. VDF personnel Cannot perform the emergency duties called for in our mission without State Active Duty orders subsequent to an executive order or proclamation by the Governor.

1. In an emergency, local communities may request a variety of different types of assistance. The type of assistance they receive is determined by an orderly chain of events:
  - a. Community identifies a need for emergency assistance that cannot be met by the jurisdiction's resources.
  - b. Request is forwarded to Virginia Department of Emergency Management at the Virginia Emergency Operations Center (VEOC) .

- c. Staff in the VEOC determine what agency with full time staff will be sent the request. Normally requests are filled by state agencies that do not have to bring additional staff onto the payroll (A tree clearing request might go to the Departments of Transportation or Forestry, for example).
  - If other state resources are unable to execute and the task can be performed by military resources, the VEOC will task the National Guard through the Joint Operations Center (JOC) to take the mission.
  - Virginia National Guard staff in the JOC will determine which component(s) (Army, Air, or Virginia Defense Force) will be tasked the mission. That unit will then be given a warning order and activated for the mission.
2. This sequence ensures the correct resource is used for an emergency task and that resources and money are not wasted. All VDF members must understand that:
  - a. The VDF nor the VANG are first responders and will not be called for tasks that need an immediate red lights and siren response.
  - b. The VDF will not be called if an emergency can be resolved with normal community resources or with mutual aid or with state resources. There is little chance VDF units would be activated for ground search and rescue for a missing person, for a hazardous materials spill or for an aircraft crash.
  - c. The VDF will be called for major emergencies that will continue over a period of time. VDF units must be prepared to deal with extremely serious disaster conditions and to support themselves for days. We must be able to mobilize and deploy our personnel quickly.
3. Unit processing for activation will be similar to that of the National Guard.
  - a. Prior to activation each individual should have completed the following preparations:
    - Family briefed on when the member can be called, for how long, and for what types of duty. Family prepared to take care of itself in the member's absence. Family has basic disaster supplies and is trained in home emergency procedures.
    - Arrangements must be made, by the individual, for care of children of the VDF member who is a single parent.

- Wills are current and family members know where the will and other critical documents (such as insurance papers, property deeds, etc) are. Spouses have a power of attorney adequate to allow them to conduct basic affairs for up to 60 days.
  - Arrangements made to care for property and pets in the case of a single member.
- b. Each person should report on activation with:
- Personal documents - driver's license, VDF Identification Card, radio licenses, etc.
  - At least a two week supply of any critical personal medicine.
  - 72 hr. load.
  - Personal medical card.
- c. Personnel will be processed by the VDF G-1. Only Division can publish orders placing individuals on State Active Duty (SAD).
- d. Alerting: It is unlikely that an Activation order would come without warning. In an evolving emergency, the activation process will allow for alerting of VDF personnel so that units are ready to go when the mission is tasked by the JOC. VDF uses two alert states to alert and account for personnel:
- 1) ALERT 1: Alert One is a telephone alert. Units will be asked to contact all of their personnel, determine who is available, and report strength to the next higher level.
    - a. MRGs should be able to complete their alerting in one hour and Regiments in 90 minutes.
    - b. At the same time, units may-be instructed to put personnel on TELEPHONE STANDBY. This means you should be at a telephone number where you can be reached and that the person who is supposed to be able to call you knows that phone number. If you have to be away from the telephone, contact the person who calls you and let them know how long you will be out of touch. If you go to another location, check in with the new phone number.

c. Any commander may order Alert One, based on local conditions and the probability of activation.

2. ALERT TWO: Alert two is a response alert. Members report in uniform to where ordered, with vehicles and the basic load, ready for operations. Troops should use extra caution in driving to ensure they and their equipment are not lost in a needless accident. The Division Commander, or his designee, is the only commander who can authorize an Alert Two.

a. Exercising Readiness: To test the ability of VDF units to respond to emergency tasking, VDF units should conduct their own readiness alerts.

- Emergency Deployment Readiness Exercise

An EDRE is conducted by each VDF unit at least once a year. EDREs exercise the alerting system. The EDRE itself will be a telephone ALERT ONE. The Unit should evaluate its performance based on the ability of the unit to rapidly contact as many of its personnel as possible.

- Operational Readiness Checks

ORCs may be conducted on a random schedule. ORCs test the ability of the unit to mobilize, proceed to a mission area and perform a mission on which the unit personnel have been trained. ORCs will be conducted on scheduled drill days

### 3. COMMAND AND CONTROL OF VDF FORCES

a. Command, OPCON, and TACON: VDF forces may operate in several different command relationships.

1. Command relationships may change in actual emergency operations, and unit leaders at the Team, Platoon, Company, and Regiment level must be prepared for significant changes in who the various elements work for.

2. Operational Control (OPCON): For the duration of an emergency VDF forces on SAD will be under the Operational Control of the Joint Operations Center of the Virginia National Guard.
  3. Tactical Control (TACON): For individual mission tasks, VDF units and individuals may be assigned under the TACON of individual VANG units and staff elements.. The VDF unit OIC/NCOIC reports to and receives direction from the VANG Commander to which he or she is assigned. When the task is completed, control of the VDF unit returns to the VANG JOC.
- b. Small Emergencies: In small emergencies the VANG may request activation of a small number of VDF personnel to support VANG operations. VDF NGCS teams and/or individuals may be assigned under the TACON of a VANG commander in the field or at a VANG facility. In Richmond, VDF NGCS teams will be activated for duty at the JOC and the Virginia Emergency Operations Center (VEOC). Headquarters elements will not be activated. Total VDF response may be as few as 7 to 10 members.
- c. Catastrophes: In a catastrophic event we could expect a major SAD call-up of the VDF. By law, VDF personnel can be called for up to 60 days of duty at any one time.
1. Units in Affected Areas: Units home stationed in a disaster area may or may not be called to serve as initial response units if those VDF members involved are/or may be severely impacted. They may be called to serve as a relief force during the recovery efforts as VDF units are rotated.
  2. Rotation: A major /emergency/disaster may last for an extended period. VDF personnel will most probably be employed in rotation in such an incident.
  3. Key Resources: VDF NGCS Teams are the emergency response elements of the Virginia Defense Force.
- d. Area of Operations and Areas of Responsibility: An area of responsibility (AOR) is a geographical area within which a Commander/unit is responsible for executing assigned tasks and missions. An area of operations (AO) is an area within which actual operations are being conducted. AOs are more flexible, change with the evolving situation.

e. Warning Orders And Operations Orders: VDF units will be activated and assigned missions using the standard warning order (WARNO) and operations order (OPORD) system. WARNOs and OPORDS may originate from the JOC or from Virginia Defense Force Headquarters (FORHQ). If FORHQ has a published operations plan or concept plan for a type of operation, the WARNO and OPORD may reference that plan.

1. Warning Order: A Warning Order is issued to alert a unit that it may be called to State Active Duty and/or to alert a unit to an expected mission tasking. A Warning Order may be as simple as a phone call. When possible, a formal warning order will be given to provide situation, mission, and instructions.

2. Operations Order: An Operation order is issued to assign a unit specific mission tasking. An OPORD is normally the formal written authority for a unit to proceed with the mission.

f. Emergency Operations Center/Command Post: At unit levels, the key facility from which command & staffs provide control of operations is the Command Post (CP). This is the point from which those operations are directed. All CP's should have communications with units above and below in the chain of command. In a major catastrophe, it is possible a VDF Division Emergency Operations Center (DEOC) would be established.

g. Inter-operability: The demands of disasters mean that the VDF may have to mix units and personnel of different Teams, Companies and REGTs, to meet the unique demands of the situation. As a result, VDF members must all be trained to the same standard and be able to do mission tasks in the same manner if we are to be successful.

#### 4. VDF NGCS TEAM IN RESPONSE

a. Basic Employment Unit: The NGCS Team is the basic working SAD response unit of the VDF.

1. VDF companies drill in the same armories with the National Guard units they may be called to support. VDF Company Commanders should know their National Guard counterparts and have established working relationships with them.

2. The NGCS Teams are the VDF units that will be most tasked by the JOC for State Active Duty.



b. Continuity of Command:

A basic principle of military command and control is that the senior ranking individual assigned to a unit is in charge. If you are the only line officer you are the commander, regardless of whether or not you are filling a Commander's billet on a manning table. Staff Judge Advocates, Chaplains and Medical Officers are not line officers and do not assume command outside of their specialty. A Warrant Officer credentialed in a team/unit specialty may be in command of that element. Noncommissioned officers have officer leadership responsibilities, including taking charge if there is no line officer or appropriate Warrant Officer present. If you are the senior person, take charge until you are relieved by a higher ranking individual.

5. KEY SKILLS

VDF response actions in an emergency center around four basic rules of emergency response: MOVE, MISSION, COMMUNICATE, SURVIVE. To get to where we are needed VDF units must be able to MOVE in an orderly manner, arriving at the same time in the most efficient way. We then have to have the skills and knowledge to perform the Missions we are assigned; this is the actual hands-on response work. To control our units, to assure troop safety, and to be able to report results, we must be able to COMMUNICATE. Finally, we must be able to SURVIVE in the environment the emergency causes.

a. MOVE:

1. GPS Devices

2. Basic Road Maps

- Virginia Department of Transportation (VDOT) state highway map.
- VDOT county maps.
- Local road and street maps. The ADC map book series is commonly used, along with the ADC Virginia road atlas.

a) Although there are differences in the symbols used on road Maps, the following guidelines are generally true:

- Road signs for routes are generally the same as shown on the maps. Interstate highways are marked with the multicolor Interstate shield, US highways with a black and white shield, and state roads with a circle.
- Major roads generally have distances between major towns intersections marked. These can be used for rough planning, although the actual distance on the ground may differ.
- Distances on maps and highway signs are measured to city center. You may go nowhere near city center.
- Wider lines equal better roads. Two color lines for roads are better than one color line. Check the legend carefully for roads that are marked as jeep roads, trails, or unimproved; in wet weather they become impassable quickly.
- Note the location of rest stops on Interstate Highways. These make excellent convoy rest locations as they have adequate parking, rest rooms, and usually drink and snack machines.

3. Route Sketches: You may be given a route sketch or simple strip map showing road directions to your assignment or the VDF staging point. These sketches are not complete maps of the entire route. They cover critical points such as intersections you have to turn at, major landmarks you can judge your progress by, and routes through towns or detours that may confuse you. Between these points there is usually no detail shown, even though there may be a lot of small and even major roads. Strip maps should show approximate distances between the key points. If you are issued a strip map or route sketch make certain you understand exactly what the route is; ask questions and make any additional notes you need.

4. Route Selection: In selecting routes for emergency movement, you must consider several factors:

- a. Will the route be passable? Consider whether disaster effects will block the road (rock slide, flooding, coastal erosion, collapse, or debris). Will the road be converted to one way flow for emergency evacuation? If it is still two way, can you expect an unusual amount of traffic that will slow you to a crawl?
- b. Are services available? Back country roads may offer a good way to avoid congestion. However, late at night will there be gasoline, wrecker services, food, etc. available? In most of the state the answer is no.
- c. What is the speed tradeoff? Even a congested Interstate may allow sustained speeds of 40 miles an hour. Two lane rural roads that pass through a number of small towns may slow speed of advance down to an average of 30 mph.
- d. Will there be roadblocks that you can get through? On major roadways, roadblocks will be manned by law enforcement personnel who are briefed on what response and recovery resources to expect and how to get them where they are going. Back roads may have the guy on duty who hasn't seen any recovery forces, doesn't want to see any, doesn't know what to do, and doesn't want to find out. The easiest answer is always "No, you can't go through; turn around; and go back where you came from."

5. Pre-movement Vehicle Checks: Good movement discipline includes making sure that easily correctable problems will not disable your vehicle. Prior to any movement operators should check the following (this list should be tailored for your vehicle and is only a guideline):

- a. Radio antennas secure, coaxial cable tightly attached to radios, power leads in, microphone attached.
- b. Headlights, parking lights, brake lights, turn signals all operational.
- c. Windshield wipers operational and blades in good condition, fluid reservoir full.
- d. Windshield and windows clean with nothing blocking the driver's vision, mirrors correctly adjusted.
- e. Tires in good condition with sufficient tread, no cuts, no sharp objects stuck in the tires, tire pressure good.
- f. Spare tire in good condition, jack and tools on board vehicle.

- g. Fluids at proper levels, including radiator, oil, transmission fluid, and battery (if not sealed).
  - h. Emergency equipment on board including working flashlight; flares or reflector triangles, jumper cables, towing strap or rope, chains (for winter), first aid kit.
6. Load Planning: All vehicles in a unit should be loaded in a generally similar fashion according to a unit SOP. This makes it easy to find things when you have to send someone to grab a tool or supplies in an emergency. Each vehicle should have a completed load plan that indicates who will sit where and where personal, vehicle, and unit equipment will be stowed. Check the load plan prior to loading and follow it.
7. Small Unit Convoy Procedures: For safety and to allow effective employment of units arriving as a mass, VDF units should move as a convoy. However, a VDF convoy is not a group of vehicles moving as a military convoy. Our vehicles are not distinctive or recognizable as military vehicles and would not be given even the limited courtesy military convoys are afforded by other drivers. The following guidelines should be followed:
- a. Mark all vehicles with distinctive VDF windshield placards so that law enforcement personnel can identify VDF vehicles at roadblocks.
  - b. Brief the route to everyone. Identify rest stops every hour, and plan for meal and fuel stops at standard intervals. Issue each vehicle a strip map. The lead vehicle and the Convoy Commander should have written orders for the movement.
  - c. The first, last, and unit commander's vehicles must have radios. Maintain radio contact between these vehicles.
  - d. Vehicles depart in a set order and maintain this order through the march. There is no set spacing between vehicles, and no attempt should be made to keep other vehicles from cutting between convoy vehicles.
  - e. The convoy will obey posted speed limits and traffic control devices. If the convoy is split at a traffic light, vehicles will adjust speed to allow the delayed vehicles to catch up. Convoy commanders will set a desired average speed for vehicles to maintain on the road.
  - f. If a vehicle falls out for break down, detach another vehicle to standby to transport the crew after arrangements are made for pick-up, repair, or safe storage.

- g. If a vehicle is involved in an accident or is detained for an infraction of the law, halt the convoy and cooperate with law enforcement officials. This does not mean any member should give up their rights or incriminate themselves. Contact the Joint Operations Center (JOC).

b. MISSION

1. Armory Takeover:

- a. What: VDF personnel assume responsibility for facilities and property at National Guard armories at which no National Guard units remain.
- b. How: The VDF is alerted to assume control of the Armory. The following actions are taken:
  - 1. State Active Duty authorized.
  - 2. VDF unit Commander, First Sergeant, and Supply Sergeant report to the Armory as requested and establish contact with the VANG personnel designated to do handover.
  - 3. Non-mobilized equipment is inventoried by the Unit and VDF. Clear facilities room by room and area by area.
  - 4. Ensure Armory users and information file is up to date.
  - 5. Inspect building.
  - 6. Receive building keys.
  - 7. Establish appropriate duty roster to ensure facility is manned or checked as required. Request augmentation if required.
- c. When: When a National Guard unit at a single unit armory or when all National Guard units at a multi-unit armory are mobilized for Federal duty.

2. Family Assistance:

- a. What: VDF personnel assist National Guard family members with basic military family support services.

- b. How: The National Guard has a well established family assistance system centered around 8 military installations and 12 National Guard Family Assistance Centers spread across Virginia. VDF will augment the support provided by the existing National Guard and military centers as needed by providing outreach services. Particular areas in which VDF may be requested to assist are providing manpower to help process documents, legal support, and chaplain support.
- c. When: On mobilization of the National Guard for Federal service.

3. Access Control: Access control is identifying persons allowed to enter an area, permitting those authorized to enter, excluding those who are not authorized, and maintaining any required records and logs of same.

- a. VDF NGCS Access Control Teams may be tasked for duty at selected Virginia Department of Military Affairs facilities.
- b. VDF personnel may be in a support function to VANG elements controlling access to disaster areas. The VDF may be involved in a support function to VANG elements performing a security mission. VDF personnel must understand they would normally have no power of arrest in such circumstance and that it is preferred to depend on the cooperation of citizens willing to abide by instructions.
- c. Access control is used to control who enters an area, often in the form of entry control points or roadblocks. In some emergency access control situations keeping residents out or restricting their period of access is required. This would require great tact and compassion for people worried about loved ones, homes, and possessions; in the current environment this would be an unlikely VDF mission. Access control is also important for emergency management facilities, including operations centers and communications centers.
  - Foot Patrol: Foot patrols sweep through areas to check on the security of the area. Foot patrols allow checks of individual buildings and let the patrol talk to and check identity and welfare of persons in the area. However, foot patrols move slowly and cover a small area in a given amount of time. Leaders of foot patrols must ensure the patrol uses observation to cover as much ground as possible and does not allow itself to be trapped in areas from which retreat is impossible. At least one patrol member should always be observing behind the patrol.

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- Mounted Patrol: Mounted patrols sweep through areas in which roadways are passable, in much the same manner as foot patrols. Mounted patrols must always have at least two vehicles with at least two people in each vehicle. If pedestrians or residents are encountered, one vehicle crew remains mounted and one dismounts to interview. In vehicles, each crew member must be assigned an area to scan, and the tail vehicle must always have one person scanning behind the patrol.

d. Safety: In emergency situations VDF personnel must be committed in an environment and/or in sufficient numbers to deter attacks. No VDF element should be committed without reliable communications. Today's disaster criminals are dangerous and may be armed. If unprotected and threatened VDF personnel must be ready to withdraw and call for armed help. VDF forces should never be committed where help is unavailable and should not be the sole security force for an area or facility.

e. When: Normally access control will be required for operations centers from the start of operations. Access control is normally required in affected areas after the actual disaster occurs, and continues when people begin to reenter the area.

#### 4. Traffic Control:

a. What: VDF personnel may perform traffic control, where directed, to control flow according to patterns established by authorities.

b. How: Traffic control is hazardous, requiring a smoothly functioning team to maintain traffic flow. It is vital to understand that traffic control is a function restricted by law to sworn law enforcement officers, and that VDF personnel only perform this function under supervision of law enforcement or when given special officer status.

1. If traffic is moving smoothly and is being adequately controlled by existing signals (lights, signs, and roadway markings), there is no need to control it.

2. Ensure you are visible. Wear a reflective safety vest, have a flashlight with a traffic control wand and carry a whistle.

3. Do not enter the flow of traffic unless it is absolutely necessary to control traffic. If possible, control traffic from the side of the road or the corners of the intersection, rather than positioning in the center of the street. This means you may need several personnel to work an intersection.

4. Make your movements large, clear, and easy to understand. Traffic and audible signals must conform to standards in the Code of Virginia.

5. Coordinate among the team working the intersection. Make sure each person understands how the traffic is supposed to flow before you change what you are doing.

6. Never make assumptions about what a driver is going to do. Make certain you have eye contact and that the driver understands what you want him to do.

7. Have directions ready. You will be asked where fuel, food, lodging are available and for directions on what route to follow. Know the answers so you can give short directions and keep the traffic flowing.

8. Some people will run through closed road signs and go in whatever direction they want to. Stay out of their way. Do not try to stop a car with your body.

#### 5. Evacuation Notification:

- a. What: It is unlikely VDF personnel would themselves assist in the evacuation of areas that will be affected by a disaster. VDF communication teams could however be located to support the operation.
- b. How: Evacuation notification must be conducted rapidly and thoroughly to alert all people in an affected area of the need to get out. Evacuation is both an emergency management and political decision and is usually made by the chief elected official of a jurisdiction.
  1. People have a far better response to evacuation directions if it is delivered by an individual in uniform.
  2. A standard evacuation notification is used. People are informed they must evacuate, what the hazard is, when it will arrive, who has ordered evacuation, and where they should go.
  3. Have a written set of instructions
  4. Note the address of individuals who do not evacuate and pass to proper authority
  5. If no one is home, leave a copy of the directions tucked into the door and report a no contact at that address.



c. When: Evacuation is carried out before the onset of the effects of the event.

6. Emergency Transportation:

a. What: It is unlikely VDF vehicles would be used to transport critical personnel and small supplies during an emergency, but the possibility exists.

b. Safety: Transportation tasks during an emergency are extremely hazardous. Aircraft may encounter severe weather conditions and visibility and ceilings out of limits. This may preclude carrying full loads. Vehicles can expect blocked, flooded, or washed out roads, poor driving visibility, and treacherous road surfaces. Boats may encounter very rapidly moving and rough water. The first priority of the aircraft, vehicle, or boat operator is the safety of themselves, their passengers or cargo. Every task must be evaluated very carefully to make certain that performance limits of man and equipment are not exceeded

7. Communications:

a. What: VDF Signal elements provide long and short range Communications to support the National Guard or other tasked agencies.

b. How: VDF NGCS communications teams:

1. Mobile Communications Platforms operate on any Channel, HF, VHF and UHF, voice and email capable. Internet capability when so equipped.
2. Incident Management Assistance Teams use TAC PAKS with voice, video, email and internet capability.
3. State Radio Assistance Teams support DMA radio console sites around the State.
4. High Frequency Radio Teams

a. When: For the duration.

## 8. Rapid Ground Damage Assessment:

a. What: Rapid coverage of damaged areas to determine the extent of damage and its impact on the people who live in the area. This is not a VDF designated mission however, VDF communication teams could possibly be in support of such operations.

b. How: Emergency Management and the American Red Cross have different objectives for damage assessment. However, the following applies to both types of damage assessment.

1. Preliminary damage assessment, often called "windshield survey", is a rapid initial check to determine the general scope of the disaster. While data may be collected building by building, it is an initial assessment, not a detailed engineering study of the degree of damage.

2. Two member teams in a vehicle-with radio communications is the basic windshield damage assessment unit.

3. Generally, each building is classified as not damaged (no obvious damage visible from the street), lightly damaged (building appears to be usable, but there has been some damage), heavily damaged (building is not usable or safe to enter), or destroyed (building obviously cannot be repaired).

4. The damage assessment effort covers the entire damaged area, although each jurisdiction may run its own effort within its borders. After completion of survey, rapid reporting is by street of the number of buildings in each category.

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c. When: As soon as rescue and relief forces enter the area. Information is needed very early in the response for state and federal disaster declarations. Normally complete in the first 24 hours.

10. Light Duty Urban Search And Rescue:

a. What: Urban Search and Rescue is not a VDF mission and VDF members would normally not be involved unless the VANG and/or tasked agency required VDF communications support. Performing initial search and rescue actions to locate persons trapped in collapsed buildings and effect rapid rescues of those easily freed is not a mission with which the VDF is tasked in current planning.

b. How: Light duty urban search and rescue (USAR) is part of a disciplined effort to locate and rescue live victims and recover the bodies of the dead.

1. In an assigned area each building is checked for collapse. Do not enter collapsed or partially collapsed buildings. Report collapsed buildings.

2. Immediately report any building in which there is clear signs of life (moaning, cries for help, people you can see who are trapped and alive).

3. Mark every building checked by using contrasting color paint markings coordinated with the lead US&R team.

4. Persons who are trapped but who can be easily freed by moving debris that will not cause further collapse should be freed. If there is doubt, the person should be reassured and call made for appropriate help. Precautions to protect the person from further injury should be made and first aid for injuries should be administered as possible.

c. When: After disaster resulting in the collapse of buildings and possibly trapping people in the wreckage.

11. Joint Operations Center (JOC) Augmentation Resource (JOCAR):

Command and control (C2) of VDF forces. Coordination of taskings from the JOC to VDF G-3. Provide support to DMA staff as required. STARS, HF Radio, Tac Pak operations.

12. Emergency Support Function 16 Augmentation Resource (ESFAR):

Provide qualified personnel to ESF 16. Provide mission tracking to VDEM. Provide Resource Liaison.

13. Virginia EOC Support Augmentation Resource (VEOCAR)

Provide a Liaison Officer to the Virginia Emergency Operations Center.

14. Staff Augmentation Resource (SAR):

Aids in JFHQ mission command and control. Provides support to DMA staff as require

c. COMMUNICATE:

1. Phonetic Alphabet: The phonetic alphabet is used to spell words when a spelling is unusual or radio conditions or a telephone connection are poor. Use the correct letters. Do not use older systems, the public safety system, or made up words

A	ALPHA	J	JULIET	S	SIERRA
B	BRAVO	K	KILO	T	TANGO
C	CHARLIE	L	LIMA	U	UNIFORM
o	DELTA	M N	MIKE	V	VICTOR
E	ECHO	o	NOVEMBER	W	WHISKEY
F	FOXTROT	P	OSCAR PAPA	X	X-RAY
G	GOLF	Q	QUEBEC	Y	YANKEE
H	HOTEL	R	ROMEO	Z	ZULU
I	INDIA				

2. Numerals: In general numbers are pronounced and used as they are in daily conversation. However, there are a couple of exceptions. The number 9 is pronounced NINER, and the number 0 is always ZERO. Large numbers are always read as individual digits (1623 is ONE SIX TWO THREE), unless they are even thousands (2000 is TWO THOUSAND, 16000 is ONE SIX THOUSAND).

3. Procedural Words: Procedural words are words that have a standard meaning in all communications. Some of the more common ones include:

AFFIRMATIVE - yes.

NEGATIVE - no.

ROGER - I have received and understand your message.

WILCO -I have received, understand, and will comply with your message.

OVER - I have completed my transmission and expect an answer from you.

OUT - I have completed my transmission and no answer is necessary. WAIT - standby until I can reply.

BREAK - I am pausing in transmission to let you ask me to repeat any part you did not understand.

WORDS TWICE - I am repeating this twice because radio conditions are poor.

FIGURES - numerals follow.

INITIALS - individual letters follow.

4. Date-Time Groups: Date-time groups are six numbers used to identify the date and time of radio messages, actions taken, or any other time that a date and time are needed.

a. 24 Hour Time: All military, and most public safety, references to time are based on the 24 hour clock. Times in the morning are four digits for the hours and minutes. Times in the afternoon are four digits for the time plus 1200.

1:00	2:00	am	0100	1:00	PM	1300
3:00	4:00	am	0200	2:00	PM	1400
5:00	6:00	am	0300	3:00	PM	1500
7:00	8:00	am	0400	4:00	PM	1600
9:00		am	0500	5:00	PM	1700
10:00	11:00	am	0600	6:00	PM	1800
noon		am	0700	7:00	PM	1900
		am	0800	8:00	PM	2000
		am	0900	9:00	PM	2100
		am	1000	10:00	PM	2200
		am	1100	11:00	PM	2300
			1200	midnight		2400

4. Time Zones: For most uses VDF tells time in local time. You may hear references to ZULU, Greenwich Mean Time, or UTC. These are primarily used in communications and are taught in the Radio Operator School and in Advanced Training.

5. Date-Time Group: The first two numbers of the six number group are the date. The next four numbers are the time in 24 hour time. The month and year may be placed after the six numbers

6. VDF Messages: The VDF Field Message can be transmitted easily using a simple format:

(call sign of station called)  
 THIS IS (your call sign)  
 (precedence)  
 (date time group)  
 FROM (call sign/identity of originator)  
 TO (call sign/identity of addressee)  
 BREAK  
 TEXT (plain language, brief, concise wording)  
 BREAK  
 OVER or OUT

## d. Survival

### 1. First Aid: Remember the following priorities:

- a. AIRWAY - ensure the injured person is positioned so their breathing is not obstructed.
- b. BREATHING - check for breathing. If the person is not breathing, start mouth-to-mouth resuscitation. Always use a pocket mask or other one-way valve system.
- c. CIRCULATION - check for heart beat. If no heart beat start cardiopulmonary resuscitation if appropriate.
- d. DISABILITY - check for level of consciousness. If the patient is conscious find out what happened and what their chief problem is.
- e. EXPOSE - check for bleeding, fractures, and injuries to the chest. Stop any life threatening bleeding. Always wear gloves and take universal precautions.
- f. HELP - call for the emergency medical services. Have the following information ready:

LOCATION  
MAIN PROBLEM  
AGE  
SEX  
BREATHING?  
CONSCIOUS?  
DANGEROUS BLEEDING?

2. Battle Buddy: Many problems are easy to overlook if you are just looking at yourself - dehydration, sunburn, ticks, hypothermia, etc. The buddy system is a basic survival tool. Leaders at all levels should direct VDF personnel to pair up as "Battle Buddies" at the start of operations. The NGCS team is ideally set up for buddy pairs. Your buddy checks on you regularly to make sure you are drinking enough, that you are not overheating or losing too much heat, that your sunscreen use is good, and that you are in good shape. Buddies spot the small problems that, if left alone, will cause you real problems and may even kill you.

### 3. Hydration:

a. Drinking Discipline: During emergency operations the pace of the work often causes people not to drink enough fluids. Leaders at all levels must order regular water breaks at least every 15 minutes during physical work or when marching and encourage their people to drink whenever they want to. When people are sweating it is a good sign they need to replace lost fluids by drinking.

A “trouble” sign is darkened urine. Encourage monitoring urine color and increasing fluid intake to keep urine clear and near colorless. During cold weather drinking is also vital as significant fluid loss is masked by the cold.

b. Electrolyte Drinks: Electrolyte drinks, including such sports drinks as Gatorade, replace not only water volume but also some lost chemicals needed for efficient body function. It is worth the extra cost to carry one of these drinks in your canteen in place of regular water. However, if you have any long term medical problem, we suggest you check with your doctor to confirm the product is safe for you.

c. Alcohol: Alcohol has absolutely no place in emergency operations. Drinking alcohol cuts your physical performance for as long as 24 hours afterwards. It may make you unsafe to drive when you are needed for an emergency task. Alcohol causes you to lose additional fluids. This effect is particularly severe if you are already dehydrated from not drinking enough water during the day or if you are suffering from even a mild burn (such as a sunburn). And think about the negative image - there you are enjoying a six pack of cool ones when the television camera crew shows up. Do not bring alcoholic beverages to an emergency response and do not drink them during the response.

4. Sunscreen Discipline: Sun exposure causes sun burn and skin cancer. Both are preventable by individuals, buddies, and leaders taking proper steps to protect our troops.

a. Sun Burn: Sun burn is a short term but severe problem a bad sunburn is extremely painful, dehydrates you badly, and may make you unable to do your assigned duties. Severe cases may require hospitalization. Leaders at all levels should take every step to prevent their personnel from becoming sun burned.

b. Skin Cancer: Skin cancer is a major killer of adults in the United States. The number one cause of skin cancer is sun exposure. While exposure as a VDF member will be only a small part of life exposure, it may come at a critical time.

c. Prevention: Any time VDF personnel are working outside (even on cloudy winter days) there is the potential for dangerous sun exposure. Whenever you are outside take the following actions:

1. Wear a hat. The patrol cap is the cap of choice because it has a solid top (many baseball - caps have a mesh top that allows painful scalp burns) and because there is air room for cooling inside the top.

2. Shirt sleeves down unless it is simply too hot to function.

3. If you will be out for a long period, tuck a handkerchief in the back of your cap to screen your neck.

4. Wear sunscreen -low SPF (4-10) sunscreen is useful only on overcast days; if there is direct sun, use as strong a SPF as you can get. Put the sunscreen on before you go into the sun.

5. Periodically renew the sunscreen – you wipe it off and sweat carries it away.

5. Ticks: Virginia has one of the densest tick populations in North America. These crawling insects are found anywhere there is vegetation. They feed on human blood and will attach themselves almost anywhere on the body. They are carriers of at least five significant diseases. The best way to deal with ticks is to prevent them from attaching themselves to you.

a. Blouse your trousers. Roll down sleeves. Wear your belt tight.

b. Treat trousers and sleeves with insect repellent. Spray Repellents are about 85% effective in discouraging ticks.

c. Ideally, wear a uniform only one day. Then wash it and re-treat it before going into the field.

d. When you have a break, check yourself and your buddy carefully. When you come in from the field do a thorough check. After you take your uniform off, shower, and have someone else do a check. Pay special attention to areas covered by hair.



6. Cold and Wet Problems: Hypothermia is a real problem in Virginia. Most people get in trouble in the cold when temperatures are above freezing, it is raining, and the wind is blowing, a good Virginia late Fall or early Winter day. Working in the cold, you have to be very aware of cold exposure.

a. Layer your clothing. Take clothes off and put them on as needed to keep yourself at a constant temperature. Having a number of layers (field jacket, shirt, sweat clothes/thermal underwear) lets you adjust the amount of clothing. It also traps air and heats it with your body heat.

b. Wear a hat. Much of your heat loss is through your head. The patrol cap with ear flaps is a semi-cold weather hat; colder is a stocking cap; colder still is a ski mask.

c. Keep active. Muscular activity generates a lot of heat.

d. Eat. Food is fuel to meet your heat needs.

e. Stay dry and out of the wind. Wet clothing wicks heat away from your body rapidly. So does the wind. The combination of wind and wet can rapidly be fatal. A simple solution is a large garbage bag with arm and head holes. The bag keeps you dry, traps heat, and is impervious to the wind.

7. Fatigue: Emergency work is mentally, physically, and emotionally tiring. 12 to 18 hour duty days with minimum sleep and poor nutrition are possible. Under these conditions anyone may make bad decisions or miss critical information. .

a. Leaders must encourage all not to stand if they can sit, sit if they can lie, be awake if they can nap.

b. Key personnel must establish a regular sleep cycle for themselves. Better that a slightly less-than-perfect decision be made by an awake subordinate than a tired expert make a disastrous one. Arrange relief manning, even if the relief is not an expert in the job.

c. Eat, regularly and often. High nutrition snacks at intervals keep up the energy level over the long haul and may be better than big meals that sap energy for their digestion.

d. Visit the troops. A visit to an operational unit away from the CP or EOC lets you gain fresh perspective and clears the mind.

8. Survival Priorities: If for some reason you are separated from the members of your unit, take immediate actions to ensure your survival.

- a. Recognize you are separated. They are not around the next corner or over the next rise - if you keep looking for them they will never find you
- b. Stop moving and find a safe location
- c. Communicate - by radio, whistle (3 blasts is a commonly recognized help call), or phone. Let your CP know where you are and how to get there. If you are not sure where you are, let them know the last place you were sure and what your present location looks like.
- d. Get into shelter. You can sunburn yourself badly or become severely hypothermic waiting by a crossroads for the pick-up vehicle.
- e. Conserve energy. Eat, rest, drink, and recharge your mental batteries with this break.

9. 72 hr. Load:

This is the equipment, clothing, personal items, medicine, etc, that you should maintain in a ready state for a timely response to State Active Duty (SAD).

10. Vehicle Equipment:

Each vehicle should carry basic emergency equipment. The following list is a guide to equipping your vehicle until a list of equipment is published:

- Spare tire with jack and appropriate tire changing tool chains (winter).
- Six road flares or a set of reflective triangles
- Flashlight with a traffic control wand.
- Reflective safety vest
- Hand tools and spare parts for operator level maintenance
- First aid kit
- Blanket
- Jumper cables
- Towing rope or strap
- Gas can (empty)

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## 6. Other Response Agencies:

a. Emergency Management: Emergency management agencies are established in every county and independent city. These may be called "Emergency Management," "Emergency Services and Disaster Agency," "Emergency Preparedness," "Civil Defense," or some other name. However, all do the same thing: provide elected officials advice and staff support in the protection of the citizens from man made or natural disasters. The emergency management agency is headed by a Coordinator. The chief executive of the jurisdiction is by law the emergency management Director for the jurisdiction. The elected officials are responsible for direction and policy decisions in disaster management - the coordinator works with a variety of agencies to carry out that policy. At the state level the Virginia Department of Emergency Management (VDEM) performs the same function for state government and serves as the critical link in organizing state responses to emergencies and coordinating Federal government support to the state. At the Federal level the Federal Emergency Management Agency is the primary coordinating agency.

b. Law Enforcement: Law enforcement agencies have traffic control and enforcement duties, enforce criminal laws (including looting and assaults on relief workers), and deal with mass disturbances, including riots. A VDF team may be in a support function to a VANG unit involved in a law enforcement function.

1. State Police: The State Police have statewide jurisdiction to enforce traffic laws and the laws of Virginia. The State Police provide the backbone for response to any major threat to law and order in the state.

2. Sheriffs: Sheriffs are independent elected officials responsible for public safety within their counties, including traditional law enforcement functions, operation of jails, service of civil actions, and search and rescue. Sheriffs provide law enforcement outside of the independent cities.

3. Police: Police Departments provide law enforcement within cities and some counties in Virginia. Police and Sheriffs jurisdictions may overlap.

4. National Guard: The Army National Guard provides the main armed force for dealing with civil disturbances at the level of riot or insurrection. Typically, when called to State Active Duty, the National Guard is vested with the powers of the State Police.

c. Fire and Rescue: Fire and emergency medical services functions are performed in a variety of ways. Some fire departments only do fire suppression and extrication. Some Fire departments provide initial emergency medical services. Some Fire departments offer full service emergency medical services. And emergency medical services or rescue squads may be entirely separate. Both fire and emergency medical services may be full time paid, part paid and part volunteer, or all volunteer.

1. Fire Departments: The primary traditional role of fire departments is fire suppression and rescue (including both from buildings and from vehicles).

2. Rescue Squads: In most of Virginia emergency medical services are provided by local volunteer rescue squads. While some squads have specialized rescue capabilities, most primarily provide emergency care to those who have been rescued.

3. Urban Heavy Search And Rescue Teams: In Virginia Heavy US&R teams provide a complete capability to rescue persons trapped in collapsed buildings.

d. Emergency Communications: There are three emergency communications organizations that have key disaster response roles.

1. National Communications System: is a DHS agency charged with coordinating emergency communications, including the capability to deploy specialized resources to disaster areas. {<http://www.ncs.gov/>}

2. Shared Resources (SHARES): "The purpose of SHARES is to provide a single, interagency emergency message handling system by bringing together existing HF radio resources of Federal, state and industry organizations when normal communications are destroyed or unavailable for the transmission of national security and emergency preparedness information." {<http://ncs.gov/shares/>}

3. Amateur Radio Emergency Service (ARES): this volunteer amateur radio emergency group is sponsored by the American Radio Relay League (ARRL) {<http://www.arrl.org/>}. In Virginia, during a declared disaster, ARES {<http://www.ares.org/>} becomes the government-sponsored Radio Amateur Civil Emergency Service (RACES) {<http://www.usraces.org/>} and {<http://www.qsl.net/races/>} which provides a backbone HF and VHF communications system to connect local government with the state EOC.

e. Relief: There are a large number of relief agencies that are active in disasters. The best known are the Red Cross and the Salvation Army. Both provide mass feeding. The Red Cross specializes in sheltering, mass care, and maintaining a disaster welfare inquiry system. The Salvation Army can provide some mass care and sheltering, but also is prepared to provide spiritual support to victims. Other disaster agencies are often Church based and include a wide variety of groups that specialize in specific rebuilding, feeding, and recovery tasks.

f. Military: Lead military agency for disaster response is the Virginia National Guard, serving in its state role. Individual services provide specialized support such as engineering, airlift, medical support, and supply, feeding, and shelter support. Remember that military installations in the disaster area are not an immediate source of help. They have suffered the same forces as their communities have, and key resources have been evacuated prior to disaster onset. In addition, although base commanders have broad authority to provide emergency help, their primary mission is to restore and maintain their installations' capability to do the national security mission.

g. Search And Rescue: Member Teams of the Appalachian Search and Rescue Conference provides wilderness and technical search and rescue capabilities. The US Coast Guard Auxiliary supports the Coast Guard in search and rescue on-navigable waters and lakes. And the Civil Air Patrol provides air search capability. In addition there are specialized cave rescue and dog search teams in the state.

