VIRGINIA DEFENSE FORCE

VDF 101: Military Structure, Basic Operations, and Emergency Response

VDF 101 PURPOSE

Action: Discuss Virginia Defense Force (VDF) structure and missions in context of national and state military, basic operations, and the emergency response process

Conditions: Interactive classroom.

Standard: Be able to explain the Virginia Chain of Command and basic operations, as well as emergency response functions.

► *SILENCE CELLPHONES
► *50/10 TIMEKEEPER
► *SIGN IN FOR CREDIT
► *TESTABLE
► *SAFETY BRIEF

Course Objectives

At the completion of this period of instruction, you should be familiar with the following:

➢ Explain the Virginia Defense Force Chain of Command

➢ Describe basic Command and Staff Functions

➢ Define VDF Missions

➢ Outline Basic VDF, ISO, JFHQ, and VANG operations and the emergency response process

Section I

Chain of Command and Structure

THE "MILITIA"

- Constitutional Component, like Army and Navy

  - The Virginia National Guard (VANG) and VDF are both considered "militia" under the U.S. Constitution.

Militia Chain of Command (COC)

1. President of the United States (POTUS) Commander-in-Chief
2. COC Secretary of Defense (Department of Defense)
3. Northern Command
4. National Guard Bureau (Admin) (National Guard Act of 1913)
5. Governor
6. The Adjutant General
7. *Joint Forces Headquarters
8. VDF Commanding General
9. VDF Subordinate Commanders

Chain of Command
Virginia Department Of Military Affairs

Governor

Senior Enlisted Leader

The Adjutant General

Personal Staff

Deputy Adjutant General

Special Staff

Director Joint Staff / CDR, JTF-DS

Commander Army National Guard

Commander Air National Guard

Commander Virginia Defense Force

Denotes Tasking Authority

VIRGINIA ARMY NATIONAL GUARD

JFHQ-VA
W8BJAA
Ft. Pickett

Det 1 JFHQ-VA
W8BJA1
Sandston

34 CST
W7LYAA
Ft Pickett

29ID
WV5KAA
Ft. Belvoir

MEDCOM
W779AA
Ft. Pickett

183 RTI
W8FUAA
Ft. Pickett

R&R CMD
W777AA
Ft. Pickett

HHC 329 RSG
WX6TAA
Va Beach

91 CYBER BDE
W97PAA
Bowling Green

MTC
W8GXAA
Ft. Pickett

DET 7 HHC DC
W846A7
Ft Belvoir

229 Trial Def Tm
WPYLAA
Ft Belvoir

HSC
WVK5T0
Ft Belvoir

OPS CO (Det 1)
WV5KA0
Ft Belvoir

Det 2, I & S CO
WV5KB2
Ft Belvoir

Det 1, SIG CO
WV5KC1
Ft Belvoir

29 BAND
WV64AA
Clifton Forge

HHC 2-224 AV
WUAXT0
Sandston

A / 2-224 AV
WUAXA0
Sandston

B / 2-224 AV
WUAXB0
Sandston

D / 2-224 AV
WUAXD0
Sandston

E / 2-224 AV
WUAXE0
Sandston

Det 26 OSAC
W7Y4A6
Sandston

Det 1/C/2-245 AV
WPLLC1
Sandston

Det 2/B/777 AV
WPEZB2
Sandston

Det 1/A/151 AV
WP7SA1
Sandston

Det 2/C/1-169 AV
WYHMC2
Sandston

Det 5/D/1-169 AV
WYHMD5
Sandston

Det 7/D/2-135 AV
WYHME5
Sandston

AASF
W8RBAA
Sandston

HHC 116 IBCT
WV6VAA
Staunton

HHC 1-116 IN
WPHPT0
Lynchburg

A (-) / 1-116 IN
WPHPA0
Bedford

Det 1 / A / 1-116
WPHPA1
Farmville

B / 1-116 IN
WPHPB0
Lexington

C / 1-116 IN
WPHPC0
Christiansburg

D (-) / 1-116 IN
WPHPD0
Pulaski

Det 1 / D / 1-116
WPHPD1
Martinsville

G / 429 BSB
WZGEG0
Lynchburg

HHC 3-116 IN
WXA3T0
Winchester

A (-) / 3-116 IN
WXA3A0
Charlottesville

Det 1 / A / 3-116
WXA3A1
Harrisonburg

B / 3-116 IN
WXA3B0
Woodstock

C / 3-116 IN
WXA3C0
Leesburg

D / 3-116 IN
WXA3D0
Warrenton

H / 429 BSB
WZGEH0
Winchester

HHT 2-183 CAV
WX58T0
Portsmouth

A / 2-183 CAV
WX58A0
Va Beach

B / 2-183 CAV
WX58B0
Suffolk

C / 2-183 CAV
WX58C0
Va Beach

D (-) / 429 BSB
WZGED0
Manassas

Det 1 / D / 429
WZGED1
Portsmouth

HSC 229 BEB
WPE1T0
Fredericksburg

A / 229 BEB
WPE1A0
Fredericksburg

B / 229 BEB
WPE1B0
Bowling Green

C / 229 BEB
WPE1C0
Fredericksburg

D (-) / 229 BEB
WPE1D0
Bowling Green

Det 1 / D / 229
WPE1D1
Bowling Green

E / 429 BSB
WZGEE0
Fredericksburg

HHC 429 BSB
WZGET0
Danville

A (-) / 429 BSB
WZGEA0
South Boston

Det 1 / A / 429
WZGEA1
Danville

B / 429 BSB
WZGEB0
Richmond (DSCR)

C / 429 BSB
WZGEC0
Charlottesville

HHB 1-111 FA
WPHMT0
Norfolk

Det 1/HHB/1-111
WPHMT1
Hampton

A / 1-111 FA
WPHMA0
Hanover

B / 1-111 FA
WPHMB0
Norfolk

C / 1-111 FA
WPHMC0
Hampton

F / 429 BSB
WZGEF0
Norfolk

HSC 276 EN
WP1XT0
Petersburg

A (FSC) / 276 EN
WP1XA0
Petersburg

157 EN PLT
WX2RAA
Ft. Pickett

180 EN Co (HOR)
WX2UAA
Powhatan

1033 EN SPT Co
WX2TAA
Cedar Bluff

Det 1 / 1033 EN
WX2TA1
Gate City

237 EN Co
WX2SAA
West Point

229 CHEM Co
WYDRAA
Rocky Mount

---

529 CSSB
WX6SAA
Camp Pendleton

1940 CCT
WY4QAA
Camp Pendleton

1945 CCT
WY4TAA
Camp Pendleton

1173 Trans Co
WPEEAA
Va Beach

3647 Maint Co
WVHSAA
Blackstone

576 Eng Det
WP3VAA
Onancock

HHC 1030 Trans
WX3YAA
Gate City

1710 Trans Co
WTHFAA
Emporia

Det 1 / 1710 TC
WTHFA1
Martinsville

1032 Trans Co
WTX8AA
Gate City

Det 1 / 1032 TC
WTX8A1
Abingdon

229 MP Co
WXA7AA
Manassas

---

123 Cyber Prot Bn
W97QAA
Fairfax

133 Cyber Sec Co
W97RAA
Fairfax

143 Cyber War Co
W97SAA
Fairfax

---

124 Cyber Prot Bn
W97TAA
Fairfax

134 Cyber Sec Co
W97UAA
Fairfax

144 Cyber War Co
W97VAA
Fairfax

IOSC
W8MJAA
Fairfax

DET 1 MTC
W8GXA1
Va. Beach

134 CH SPT TM
WP6FAA
Ft Pickett

VDF

Commanding General

Chief of Staff

CSM

G staff

Special Staff

1RGT

SOG
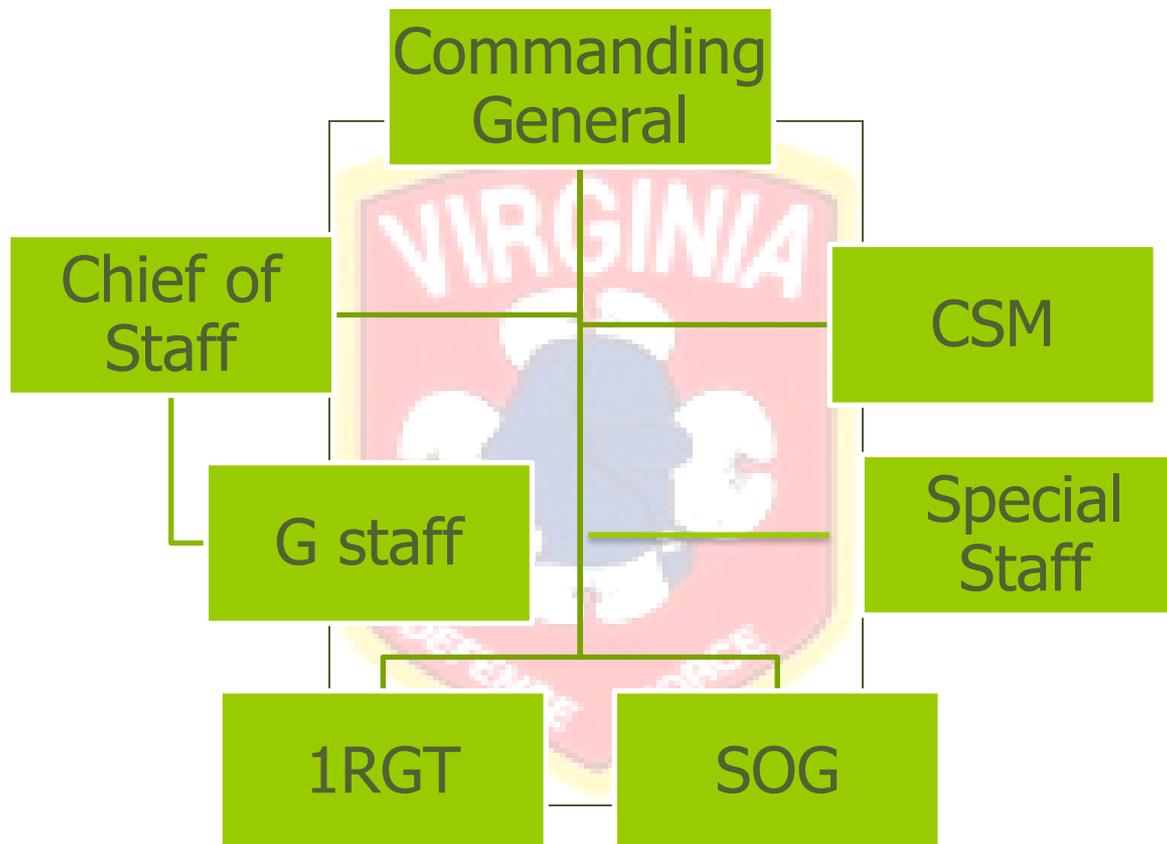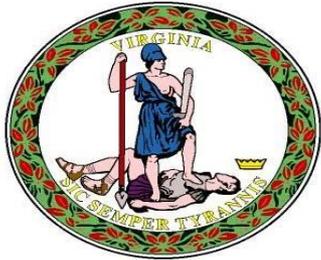
"MTOE"

► **Modified Table of Organization and Equipment provides the organizational structure, personnel and equipment for the unit.**

► **When conducting reviews and modifications, think about redundancy and 24/7 capabilities.**

Army Regulation 71–32

Force Development

Force Development and Documentation— Consolidated Policies

Headquarters
Department of the Army
Washington, DC
3 March 1997

UNCLASSIFIED

Section II

Command and Staff Functions

Command and Staff Focus

► **Commander**: Ultimate responsibility for team and soldier readiness and equipment maintenance

► **Deputy Commander**: Has duties as assigned and "acts" in Commander's absence

► **Staff**: Supports the Commander in their specific lanes to that end.

STAFF DUTIES

▶ C/J/G/S -1 Manpower and Administration

▶ C/J/G/S -2 Intelligence and Interior Security

▶ C/J/G/S -3 Operations and Training

▶ C/J/G/S -4 Logistics

▶ C/J/G -5 Strategic Plans

▶ C/J/G -6 Communications and Cyber-Security

▶ C/J/G -7 Operations Plans

▶ C/J/G -8 Comptroller and Finances

▶ C/J/G -9 Civil Affairs

▶ [Others Depending on Command]

Command and Staff Focus

► **VDF Staff:** Supports the commander in their specific lanes to that end, as overseen by the <u>Chief of Staff</u>:

- **G1:** Administrative readiness: orders, annual ratings and promotion matters, recall information, administrative records, tax forms, background check

- **G3:** Operational and training support: provide training schedules and meaningful training opportunities; write orders, plans and letters of instruction that support training and SAD operations; Maintain training records.

- **G4:** Logistics and maintenance support for NGSTs and soldiers. Designate areas for bivouacking; Maintains supply accountability; Designate supply points.

- **G6:** Provide training material and SMEs coordinated with the G6 to ensure continuity and consistency across the VDF

SPECIAL STAFF DUTIES

▶ **Special Staff: Professional advisors who directly counsel Commander**

- ▪ **Directed by Chief of Staff in Administrative and Staff Coordination Matters**
- ▪ **Dual-hatted as Officers-in-Charge of other Command Professionals**

▶ **Judge Advocate**

▶ **Chaplain**

▶ **Public Information Officer**

▶ **Surgeon/Nurse**

▶ **Inspector General**

CSM/1SGT DUTIES

► Directly responsible to the commander
  ▪ He/She is the principal noncommissioned officer of the unit.
  ▪ Works directly with & advises all staff members.
► Key role in the training management cycle
  ▪ Leader, counselor, advisor, and teacher of NCOs through the NCO Development Program.
► Makes recommendations to the commander regarding assignments, discipline, training, awards and decorations, and uniform regulation pertaining to enlisted soldiers of the command
► Knowledgeable about all troops' social welfare

ACTDET DUTIES

- ► **Unit Administrator full-time (P3)DMA/supports CG**
    - ▪ **Ensures compliance with DMA regulations**
    - ▪ **Mr. Crayton (full time); P14: Mr. Grandis (Manager), Mr. Newton (Property/Maint), Mr. Ewing (Pers), Mr. Stanley (Records/FORHQ), Ms. Teachey (IT)**
- ► **Manages the Force procurement and budget**
- ► **Coordinates Force maintenance support.**
- ► **Maintains Force accountability.**
- ► **Manages Force training support, other G Staff needs**
- ► **Manages MTOE**
- ► **Manages Orders, Personnel Actions and 201 Files**

Section III

VDF Missions

VDF MISSION

► **VDF has two primary missions:**

  ▪ **(1) support the Virginia Department of Military Affairs (DMA), the Joint Forces Headquarters (JFHQ), Virginia Army National Guard (VANG), and the Virginia Department of Emergency Management (VDEM) for such purposes and missions as The Adjutant General (TAG) directs; and,**

  ▪ **(2) provide the State of Virginia a reserve of Soldiers trained in emergency operations.**

► **To do a few things well and be immediately available.**

Civil Support Event (CSE)

► **VDF units providing support to local government for parades, festivals, etc.**

► **All CSEs must be approved in advance (90 days) by the JOC**

► **CSE participation is a RGT CDR decision and should be evaluated as to whether or not it is a viable training and/or leadership venue balanced against OPTEMPO and stress on our volunteers**

NGCS Playbook Index
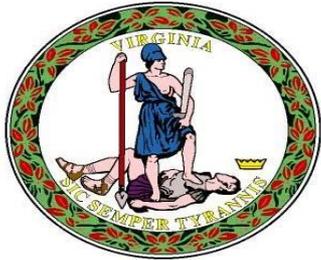
Tier 1 NGCS Capabilities

NGCS Capabilities

Internal Support Capabilities

Other Resources

Capability Assignments

Readiness Assessments

Additional Guidance

Terminology

- *Strike Team* is a capability, composed of more than one resource, with common communications operating under organic C2 with direct supervision of a Strike Team Leader.
- *Single Resource* is an individual, a piece of equipment and its personnel complement, or a crew or team of individuals, at the lowest functional level, with an identified supervisor.

Task Force is a combination of mixed resources with common communications operating under the direct supervision of a Task Force Leader.

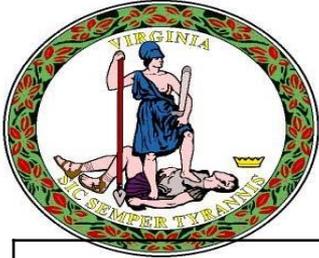# NGCS Capabilities

≥ 12 hour muster

LNO Responsibilities

- JOC
- Maintain current operating picture
- Coordinate with ESF 16 LNO
- Coordinate with J Staff sections
- Typically attached to Battle Capt.

- VEOC – ESF 16
- Maintain current operating picture
- Coordinate with other ESF's
- Coordinate with VDEM staff, Resource Liaison and Mission Tracking
- Assist with CUB and Mission scrub

Strategic Level WARNOs

- **Missions from ESF 16 will include information to meet the SALTT criteria.**
  - S: Size
  - A: Amount
  - L: Location
  - T: Type of Resource
  - T: Time Frame
- **The JOC then refines, researches, recons (Map at a minimum), and analyzes in order to generate a WARNO**

ESF-16 AUGMENTATION RESOURCE (ESFAR)

CAPABILITY:
- Monitor, review and distribute resource requests through WEB EOC
- Provide situational awareness of VERT priorities, operations and information requirements
- Provide Subject Matter Expertise to VERT leadership regarding military capabilities and resources
- Represent the operational interests of DMA ISO of emergency response through liaison with support requestors
- Provide executive level feedback to JFHQ-VA Command Group for emergency response operations

TIME STANDARDS:
- Muster: OIC report within 4 hours of notification.
- Remaining staff report within 12 hours.

Deploy: 12 hours

TYPE STANDARDS:
Military: Squad

NIMS Type: Single Resource

RESOURCES :
1 x O5   OIC (Air)
1 x O3/4 Operations Officer (Air)
1 x E6/7 Operations NCOIC (Air)
2 x E4/6 WEB EOC Manager (Air/VDF)
1 x W3 to O4 Communications OIC (VDF)
2 x E5 to WO1 TACPAK Operator/Journal (VDF)
1 x TACPAK

*Personnel count established to cover 24 hour operations»NATIONA
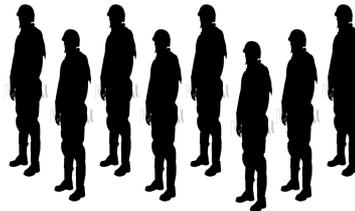
COMMUNICATIONS:
P: E-Mail
A: Landline
C: SAD Cell Phone
E: Iridium SAT Phone*

COST PER DAY: PERSONNEL: **$2,784**   EQUIPMENT: **$0**   TOTAL: **$2,784**

Total PAX: 8

VDF STAFF AUGMENTATION RESOURCE (VDFSAR)

CAPABILITY:
- Command and Control of VDF forces
- Coordination of tasking from JEOC to VDF Division G3
- Be prepared to provide support to DMA staff as required
- STARS, HF Radio, TAC PAK operations

TIME STANDARDS:
Muster: 12 hours

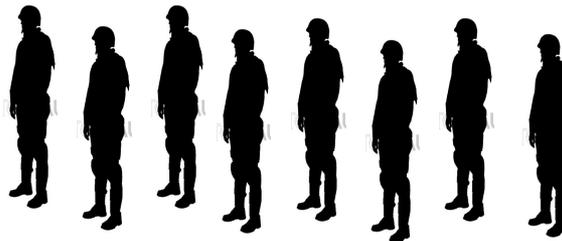Deploy: 12 hours

TYPE STANDARDS:
Military: Team

NIMS Type: Strike Team

RESOURCES:
1 x O6 OIC
1x O5 AdminO
1 x W01-W05 Support
6 x Communications Personnel

COMMUNICATIONS:
P:
A:
C:
E:

| COST PER DAY: | PERSONNEL: | **$2,902** | EQUIPMENT: | **$0** | TOTAL: | **$2,902** |

Total PAX: 8

VDF JOC AUGMENTATION STRIKE TEAM (VDFJAR)

MOBILE COMMUNICATION PLATFORM RESOURCE (MCPR)

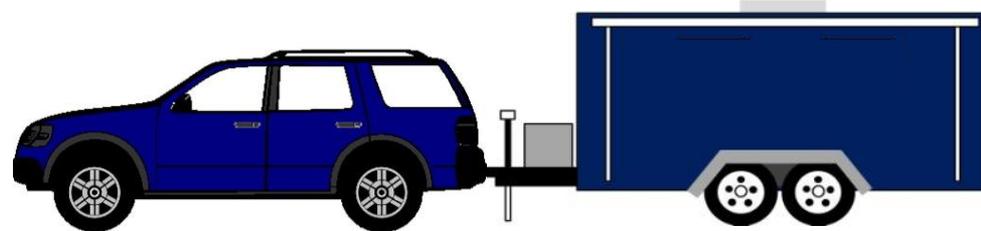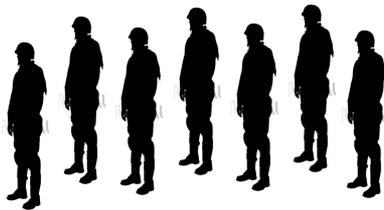| CAPABILITY:	TIME STANDARDS:	TYPE STANDARDS:
• Establish communication links required for Force Packages • Communication with JTF/JEOC /VEOC for tasking needs and mission status • Capable of stand alone operations for 72 hours • Provide ground to air communications as required	Muster: 12 hours Deploy: 14 hours	Military: Team NIMS Type: Strike Team

COMPONENTS:	COMMUNICATIONS:
1 x WO (OIC) 1 X E-6/E-7 (NCOIC, Operator) 3 x E-4/E-6 (Operators) 2 x E-4/E-6 (Drivers/Security/Operator) 1 x 4 X 4 Heavy Duty Vehicle w/radio 1 x 25 Ft enclosed self-contained HF/VHF, communications trailer with on-board generator 1 x SAD Cell phone 1 x TAC PAK 1 x STARS Handheld radio	P: A: C: E:

COST PER DAY: PERSONNEL: **$2,136** EQUIPMENT: **$0** TOTAL: **$2,136**

Total PAX: 7

MOBILE COMMUNICATION PLATFORM STRIKE TEAM (MCPR)

INCIDENT MANAGEMENT ASSISTANCE RESOURCE (IMAR)

CAPABILITY:
Provide communications assistance to deployed elements as directed

TIME STANDARDS:
Muster: 12 hours

Deploy: 14 hours

TYPE STANDARDS:
Military: Team

NIMS Type: Single Resource

COMPONENTS:
1 x O1-03 or WO1-WO4 (OIC)
2 x E3-E6 (Comms)
1 x SAD Cell Phone
1 x TAC PAK
1 x STARS handheld Radio

COMMUNICATIONS:
P: E-Mail
A: SAD Cell Phone
C: STARS Radio
E:

| COST PER DAY: | PERSONNEL: | $934 | EQUIPMENT: | $0 | TOTAL: | $934 |

STATE AGENCIES RADIO SYSTEM RESOURCE (STARSR)

CAPABILITY:
STARS team to support to DMA console sites , or Base Stations, when requested

TIME STANDARDS:
Muster: 12 hours

Deploy: 14 hours

TYPE STANDARDS:
Military: Team

NIMS Type: Single Resource

COMPONENTS:
1 x 01-04 or WO1-WO4 (OIC)
2 x E-3/E-6 (Console operators)
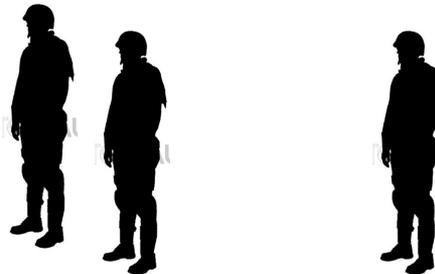
COMMUNICATIONS:
P: STARS Radio
A: Landline
C: SAD Cell Phone
E: E-Mail

COST PER DAY: PERSONNEL: **$983**   EQUIPMENT: **$0**   TOTAL: **$983**

Total PAX: 3

STATE AGENCIES RADIO SYSTEM STRIKE TEAM (STARSR)

HF RADIO RESOURCE (HFRR)

CAPABILITY:
- Receive and transmit reports to/from JEOC/JTF
- Keep Armory OIC/NCOIC updated on situation
- Provide HF radio communications

TIME STANDARDS:
Muster: 12 hours

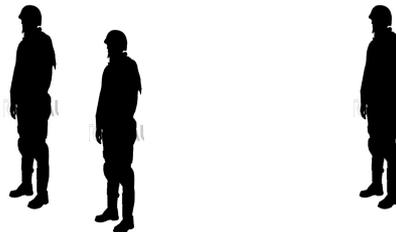Deploy: 14 hours

TYPE STANDARDS:
Military: Team

NIMS Type: Single Resource

COMPONENTS:
1 x O1-03 or WO1-WO4 (OIC)
2 x E-3/E-6 (Communication)
1 x HF Radio System w/ NVAS
1 x SAD Cell Phone

COMMUNICATIONS:
P: HF Radio
A: Landline
C: E-Mail
E: SAD Cell Phone

COST PER DAY: PERSONNEL: **$934**   EQUIPMENT: **$0**   TOTAL: **$934**

Total PAX: 3

VDF ACCESS CONTROL RESOURCE (VDFACR)

CAPABILITY:
Assist with RC and DMA facility access security

TIME STANDARDS:
Muster: 12 hours

Deploy: 14 hours

TYPE STANDARDS:
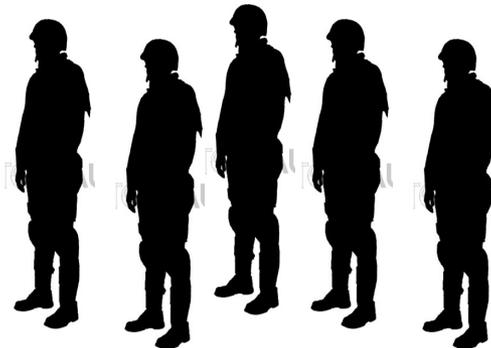Military: Team

NIMS Type: Single Resource

COMPONENTS:
1 x OIC
1 x NCOIC
3 x Enlisted

COMMUNICATIONS:
P:
A:
C:
E:

COST PER DAY:	PERSONNEL:	**$1,665**	EQUIPMENT:	**$0**	TOTAL:	**$1,665**

VDF [Professional Specialties] RESOURCE (VDFLR)

CAPABILITY:
Provide Legal Support to DMA

TIME STANDARDS:
Muster: 12 hours (2 hour recall)

Deploy: 14 hours

TYPE STANDARDS:
Military: Team
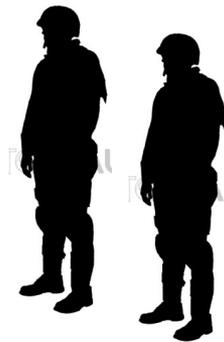
NIMS Type: Single Resource

COMPONENTS:
2 x [Professionls]

COMMUNICATIONS:
P:
A:
C:
E:

CAN ALSO SUPPLY SIMILAR RESOURCE FOR MEDICAL, CHAPLAIN, PUBLIC AFFAIRS, FAI;LIY SUPPORT

COST PER DAY: PERSONNEL: **$942**   EQUIPMENT: **$0**   TOTAL: **$942**

Total PAX: 2

Section IV

VDF in OPERATIONS

Missions and Functions

National Guard Support Team (NGST)

► **State Active-Duty Conduit**

- ▪ Monthly drill training and annual MUTAs ensure individual and team capabilities to respond to SAD requirements.

- ▪ Optimally, this means that individual soldiers have completed all required EMI courses and are working towards their MOS (CSS or COMM) technical qualifications.

- ▪ For NGSTs, the goal is to be capable of executing all assigned missions through the conduct of rehearsals, mini-COMMEXs, a walk-through, a ROC drill or a similar activity.

Readiness Reporting

► **Weekly operations reports (WOR) must provide a snapshot of personnel and equipment readiness that goes to the JFHQ and TAG.**

► **WOR affords VDF CG and staff, especially the G3, a medium to understand readiness in the event of an SAD**

► **WOR also provides a narrative snapshot of ongoing weekly activities and upcoming CSOs.**

► **WOR provides a barometer for the CG and subordinate commanders to understand readiness gaps and areas for improvement**
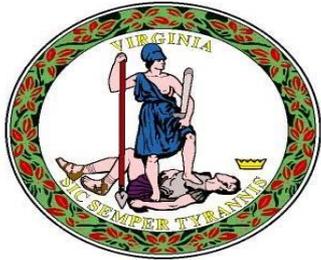
Readiness

- ► **Two components to readiness:**
  - ▪ **Individual SM:**
    - ► Trained to MOS standard, ICS courses, equipment proficiency
    - ► Professional/home situation permits being able to be deployed
  - ▪ **Equipment readiness:**
    - ► Vehicles
    - ► Generators
    - ► Radio equipment
    - ► Security Apparatus

Personnel Readiness

► **Consider: Part of readiness is *RETENTION***

- **VDF SM need to understand their assigned mission and what their training focus is (within reasonable OPTEMPO)**

- **Functions such as promotions, awards and recognition are all part of retention**

- **SM must be provided with the maximum opportunities to participate in SAD operations**

NGST & FORHQ Role

► Ensure that NGSTs are staffed, trained and equipped to carry out their assigned function

► Evaluate training proficiency and assist company commanders by providing training assistance when required

► NGSTs are the VDF operational organization, ensuring readiness for SAD, deployment per JOC orders, employments, and recovery
  ▪ **NGST leadership, not home unit maintain SA**

► Further, the FORHQ and NGST Leadership must begin planning and preparation for providing the following beyond the initial call-up:
  ▪ Prepare to replace individual team members or even entire units depending on circumstance (family emergency, individual health issue, etc.)
  ▪ Plan to deploy additional NGSTs for unanticipated or additional call ups especially in the event of an extended disaster (ex: Hurricane Florence)

Force Structure

- ► **Regimental organization provides structure along traditional military lines**
- ► **NGSTs, not platoons/companies/regiments, will deploy**
- ► **NGSTs will always be task organized depending on the nature of the SAD mission; individual replacement on a case by case basis may be necessary depending on circumstances**
- ► **G3 is proponent for Force structure**

State Active Duty Cycle

1. Governor's declaration of emergency (WARNO)
2. <u>JOC OPORD or FRAGO to VDF G3 authorizes SAD</u>
3. G3 tasks NGST leaders
4. G1 issues *<u>orders</u>*
5. NGSTs report to armory and attach to a Task Force (TF)
6. TF deploys (VDF G3.NGSTs/MSC prepare for replacements)
7. "Redeploy" and recovery
8. Follow up pay actions and equipment maintenance

State Active Duty Cycle

► **VDF Supports VANG**

- ▪ **Time is always in short supply**
- ▪ **WARNOs/OPORDs/FRAGOs come from JOC**
- ▪ **Typically issued directly to G3/G1:**
  - ► JOC generates order;
  - ► VDF receives;
  - ► VDF notifies NGST leaders (VANG sponsor may have already notified the NGST leaders); and
  - ► JOC orders are issued to VDF members via G1

VDF Direct Support

- ► For VDF purposes deployed NGSTs are attached to organizations they provide mission support to until relieved and redeployed to home station.

- ► While attached, they report directly to the person in charge of the organization to which they are attached (G3 monitors via NGST leaders).

- ► Upon attachment, the VDF chain of command is now strictly via the JOC to the various task forces containing VDF NGSTs

- ► Once NGSTs deploy, the MSC headquarters is not responsible for, nor should it attempt, to contact NGST leaders/members while they are conducting their mission. This violates the concept of unity of command.

Impact on VDF

► It is crucial to draw the distinction between the terms **OPCON** and **attached**. NGSTs are **attached**, not **OPCON**, to the organizations they support.

- For example, **OPCON** would imply that a manager could task the VDF NGST with conducting duties above, beyond or outside of the immediate scope of what the individual soldiers and the collective team have been trained to do.

- On the other hand, **OPCON** is a command function that authorizes subordinate commanders to train and prepare their NGSTs for missions as assigned in preparation for SAD.

Section V

VDF RGT OPERATIONS

OPERATIONS PROCESS

<u>Issue the Warning Order</u> (WARNO) (The WARNO is usually in the five paragraph **"SMEAC" format:**

(1) **Situation;**

(2) **Mission;**

(3) **Execution;**

(4) **Administration and Logistics (sustainment);**

(5) **Command and Signal**

*The WARNO is the commander's opportunity to shape the planning and execution early via – within the Execution section – the Commander's Intent and especially the Concept of Operations (CONOPS).

*If the estimate of the situation shifts, there may be more than one WARNO, since the key of the WARNO is to give subordinate leaders an accurate anticipation of how to proceed with their planning.)

OPERATIONS PROCESS

► (1) <u>Make a Tentative Plan</u>

► (2) <u>Initiate Necessary Staff Actions</u> (headquarters) and <u>Troop Movement</u> (small unit tactical settings)

► (3) <u>Conduct Reconnaissance</u> (Even in a peacetime, non-tactical setting, nothing beats knowing the ground upon which training will occur. Intelligence gathering can also be reconnaissance, such as liaising with potential attached units and talking to HHQ.)

► (4) <u>Complete the Plan</u> (May result if limited context in a Letter of Instruction (LOI) or Operations Order (OPORD)

OPORD Format 5 Paragraphs

1. Situation (background which is directly relevant)

2. Mission (one sentence capturing major tasks and end state)

3. Execution (CONOPS, End State, Tasks)

4. Administration and Logistics (Sustainment) latter for DSCA OPORDs

5. Command and Signal (Command and Control latter for DSCA OPORDs)

FRAGO

► **The Fragmentary Order (FRAGO) simply modifies or adds the tasks first identified within the OPORD**

- **It is the commander and staff reacting to "battlefield conditions"**

- **Accordingly, most headings, though present, are not used ("No change")**

- **This is the "tool" the Joint Operations Center (JOC) uses to order troops to State Active Duty (SAD)**

O&T SOP

► <u>Disaster Preparedness and Reaction, and Family Readiness</u>.
  ▪ The unit must anticipate that someday a major natural or man-made disaster could strike our area of operations.
  ▪ A wide-ranging disaster will disable large swaths of infrastructure and cause major challenges for our Soldiers and their families.
  ▪ In such situations, VDF has three goals:
    ► (1) assess the welfare of our Soldiers and their families;
    ► (2) do whatever we can as a unit to find a safe harbor for our Soldiers and their families; and,
    ► (3) provide the State as many soldiers as possible for emergency operations

O&T SOP

▶ **MOBILE TRAINING TEAM AND INSPECTION PROGRAM:** Enclosure (3) provides the limited items staff leaders and Battalion commanders <u>must</u> independently assure their subordinates are accomplishing. These areas must be continually attended to if the VDF is to maintain its professional competence and reputation. All leaders will ensure that their organizations and Soldiers are ready for inspection in these areas.
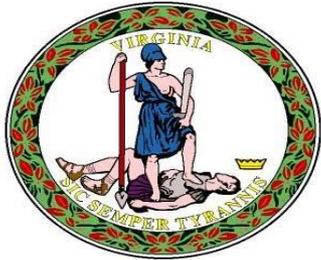
Final Note on Orders

- ► **No set of orders/plans/instructions will ever be complete.**

- ► **There will always be 'fog and friction' that prevent or inhibit perfect execution.**

- ► **Competent staff work by officers and NCOs with initiative and implementation by trained soldiers can help overcome fog and friction.**

Questions?