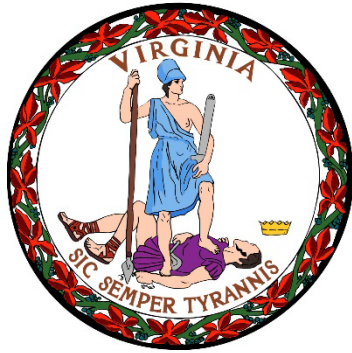


**VIRGINIA DEFENSE FORCE PAMPHLET 350-1-2**  
**HEADQUARTERS, VIRGINIA DEFENSE FORCE**  
**RICHMOND, VIRGINIA**  
**01 JANUARY 2022**

**VIRGINIA DEFENSE FORCE**  
**ORIENTATION LEVEL II**  
**(SELF STUDY)**



## **PURPOSE**

All new Virginia Defense Force (VDF) members must take and complete Orientation Level II as well as complete the related test, within their first six months in the VDF.

This course has been designed as a home study program to give you basic knowledge you require to start your volunteer career in the Virginia Defense Force. It is administered by the VDF Professional Military Education (PME) Group, within the G3, Operations and Training Staff Group. You must take and pass a test with 100% correct being the passing score. Members must re-take the test until they score 100%. The member should print off the email test of successful completion for their record, but course completion documentation shall be retained in the individual's Military Human Resource Record (MHRR) at both the unit and Force Headquarters (FORHQ) levels.

Orientation Level II provides basic VDF emergency operations information and is written in a similar format to an Operational Order (OPORD) as a teaching point.

## **VDF EMERGENCY OPERATIONS BASICS**

**I. SITUATION:** VDF must, in accordance with its Mission Essential Task List (METL) (1) Provide qualified soldiers to accomplish the tasks assigned to VDF by Virginia (VA) law; (2) Provide qualified soldiers in identified emergency operations-related capabilities and, on order, make them available for deployment to answer emergent needs; and (3) Ensure all fully qualified soldiers are assigned to a National Guard Support Team (NGST) and trained to relevant standards for possible deployment to answer emergent needs.

**II. MISSION:** The Virginia Defense Force provides an organized, trained, and disciplined military force to assist the Virginia Department of Military Affairs and the Virginia National Guard in the conduct of domestic operations in support of civilian authorities, and other Commonwealth of Virginia agencies as directed by competent authority.

### **III. EXECUTION:**

**A. Commander's Intent.** The Commanding General (CG) intends to execute the VDF task as assigned by VA statutory law and other missions assigned by The Adjutant General (TAG) per the METL at a professional level which commands respect and credibility. Though there are constrained resources, the VDF must be trained and prepared to assist and augment the Virginia Department of Military Affairs (DMA), the Virginia National Guard (VANG) and provide support to Commonwealth civilian agencies (predominantly the Virginia Department of Emergency Management (VDEM)) when and where required. The VDF has been assigned credible mission taskings, to include, providing communications support and civil support/security training to VDF forces, providing on-call support to State organizations in those specialties, as well as providing VANG Cyber Operations, administrative, legal, chaplain, public

affairs, medical-dental, family and miscellaneous training support. These are relevant, high-profile missions that demand the highest levels of VDF professionalism, competence and commitment. We will increase our manpower and train to successfully execute these mission tasks, as well as add critical value to the VANG.

**B. End State.** The Force will be ready to execute the VDF roles in statutory law and the National Guard Civil Support (NGCS) Playbook support through specialty, Civil Support/Security (CSS) Military Occupational Specialty (MOS), and Communications (COMM) MOS task training, and conducting ancillary training and evaluations in further support of VDF core missions.

### **C. Tasks.**

#### **1. Mission Tasks:**

a. Code of Virginia (Va Code) Title 44 and TAG Letter of Instruction (LOI) designates VDF mission tasks as:

- (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 NGCS mission.

b. VDF uses core regulatory guidance to train and prepare for operations:

- (1) VDF Regulation (VDFR) 350-1, VDF Training Program
- (2) VDFR 611-3, National Guard Support Team Management
- (3) VDF Directive 1-20, Operations and Training Standard Procedures and Formats (O&T SOP)

#### **b. Statutory Task Explanations.**

(1) Assume control of National Guard facilities. By law VDF may be tasked to take over personnel assume responsibility for facilities and property at National Guard armories at which no National Guard units remain. This is normally 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. If the VDF is alerted to assume control of the armory. The following actions are taken:

(a) SAD may be authorized if duties cannot be completed during Unit Training Assemblies.

(b) 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.

(c) Non-mobilized equipment is inventoried by the Unit and VDF (check with VANG Supply Sergeant if this includes federal equipment). Clear facilities room-by-room and area-by-area.

(d) Ensure armory users and information file is up to date.

(e) Inspect building and receive building keys.

(f) Establish appropriate duty roster to ensure facility is manned or checked as required; request augmentation if necessary.

(2) Assist in National Guard Mobilization. The TAG may direct that VDF elements – particularly it medical, legal, and chaplain personnel, assist with processing VANG members for mobilization at mobilization centers. VDF may also provide access control at mobilization points.

(3) Support the National Guard with Family assistance. By law VDF may be tasked to assist National Guard family members with basic military family support services upon mobilization of the VANG for Federal Service. The VANG has a well-established family assistance system centered around eight military installations and twelve National Guard Family Assistance Centers spread across Virginia. VDF will augment the support provided by the existing VANG 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.

(4) Perform all tasks currently performed by the National Guard to protect life and property. In a national emergency where the VANG may be mobilized and deployed overseas – and as its predecessors did in World War I and World War II -- the VDF may be called up and augmented by the unorganized reserve consisting of military-age persons not already in Federal service to perform all tasks currently performed by the VANG to protect life and property. Note that the Va Code states that 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)).

(5) Perform tasks unique to the post mobilization environment. As for mobilization, the TAG may direct that VDF elements – particularly it medical, legal, and chaplain personnel, assist with processing VANG members for de-mobilization at mobilization centers.

(6) Provide support to the VANG in the NGCS mission. This is VDF's core mission focus year-to-year. As shown below this is the reason for VDF's CSS and COMM MOS assignments. The NGCS "Playbook" assigns VDF tasks called "Resources," and the TAG has ordered VDF to be prepared to (BPT) execute additional tasks as shown below.

(6A) Staff Augmentation Resource. This NGST provides command and control (C<sup>2</sup>) of VDF Forces and the coordination of taskings from the Joint Forces Headquarters (JFHQ) Joint Operations Center (JOC) to VDF G-3; provide support to DMA staff as required. This "JOC Support NGST" will be split between the JOC and the FORHQ at Waller Depot.

(6B) Emergency Support Function 16 (Military Affairs) Augmentation Resource (ESFAR). ESFAR augments VANG ESF 16 personnel with specifically trained and qualified soldiers to provide mission tracking to VDEM; provide resource liaison to the Virginia EOC Support.

(6C) Cyber Security Support Teams. Cyber Security Support Teams augment VANG Cyber Security personnel and civil agencies with specifically trained and qualified soldiers to provide cyber security preventive and analysis tasks

(6D) Access Control. This is a central CSS MOS capability and align with communications the VDF capability most likely required during a SAD event. 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 the same.

(a) NGST Access Control Teams may be tasked for fixed security (interior and exterior guard), traffic control (including roadblock and vehicle entry control points), vehicle or personnel searches in support of (ISO) law enforcement, and access control point operations, as Dismounted Security Resource and for Security Resource support. Access control is used to control who and what enters an area, often in the form of entry control points or roadblocks. Access control also is important for emergency management facilities, including operations centers, communications centers, and shelters.

(b) VDF personnel may be in a support function to VANG elements and/or civil authority, controlling access to disaster areas. 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. 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.

(c) Foot Patrol. Foot patrol sweeps 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 the rear of the patrol.

(d) 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 the rear of the patrol.

(6E) Traffic Control. By law VDF may be tasked to perform traffic control, controlling flow according to patterns established by authorities. 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.

(a) 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.

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

(c) Once the decision is made to control the traffic, the VDF soldier should safely enter the intersection and take control of the traffic.

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

(e) 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. 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.

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

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

(6F) Communications. VDF COMM elements provide long and short range communications support to the VANG or other agencies. Communications NGSTs consisting of COMM MOS proficient personnel are the most common mission task VDF carries out. Communications assets used range from complex multi-function vehicles, to hand held radios.

(a) Mobile Communications Platforms Resource (MCPR). MCPR Teams use an organic prime mover (large pickup truck) and hauled trailers. They operate on any channel, HF, VHF, and UHF, are voice and email capable, and are internet capable.

(b) Joint Incident Site Communications Capability (JISCC). JISCC Teams use a prime mover (large tactical vehicle) hauled trailers. They operate on any channel, satellite, HF, VHF, and UHF, are voice and email capable, and are internet capable. VDF augments VANG communications personnel with specifically-trained and qualified soldiers.

(c) Incident Management Assistance Resource (IMAR). Three-person Teams use VANG “TACPAK” man-portable cases with video, email, and internet capability.

(d) High Frequency Radio Resource (HFRR). Three-person Teams provide long distance radio communication capability with organic radios in man-portable cases.

(e) State Radio Assistance Resource System (STARS). STARS is a VA State Police radios system. Teams support DMA interoperable agency communications with the use of console and portable (hand held) equipment.

(f) VDEM Radio Monitoring Team. VDEM Radio Monitoring Team coordinates VDEM communications with amateur radio networks.

(g) JOC Radio Monitoring Team. JOC Radio Monitoring Team monitors and operates radios and consoles (HF, STARS, etc.).

(h) Handheld Radios. In integrated part of most potential VDF missions is using a handheld radio, including the above STARS handheld radios. As illustrated basics, every soldier must grasp and use proper radio communications procedures and protocols.

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

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 pronounce NINER.

\*The number 0 always is 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. 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 are usually placed after the six numbers for the first journal/message entry on that date. For example, 7 A.M. on January 1, 2020, would be: "010700 JAN 20".

5. 24 Hour Time: All military, and most public safety, references to time are based on the 24-hour clock. Time in the morning are four digits for the hours and minutes. Times in the afternoon are four digits for the time plus 1200.

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



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

7 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 (never “Over and out”)

(6G) Rapid Ground Damage Assessment (less common). By law VDF may be tasked to assist VANG with assessment coverage of damaged areas as soon as rescue and relief forces enter the area to determine the extent of damage and its impact on the people who live in the area. Emergency management and the American Red Cross have different objectives for damage assessment; however, the following applies to both types .

(a) Preliminary damage assessment, often called “windshield survey,” is a rapid initial check to determine the general scope of the disaster to buildings and infrastructure. It is an initial assessment, not a detailed engineering study of the degree of damage. Two member teams in a vehicle with radio communications are the basic windshield damage assessment unit.

(b) Generally, buildings are classified as not damaged (no obvious damage visible from the street); lightly damaged (building appear 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).

(c) The damage assessment effort covers the entire damaged area, although each jurisdiction may run its own effort within its borders.

(6H) Light Duty Urban Search and Rescue (USAR) (less common). Urban Search and Rescue is performing initial search and rescue actions to locate persons trapped in collapsed buildings and effect rapid rescues of those easily freed. The task will come after disaster resulting in the collapse of buildings and possibly trapping people in the wreckage.

(a) Light Duty Urban Search and Rescue s part of a disciplined effort to locate and rescue live victims and recover the bodies of the dead.

(b) In an assigned area, each building is checked for collapse. Do not enter collapsed or partially collapsed buildings. Report collapsed buildings.

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

(d) Mark every building checked by using contrasting color paint markings coordinated with the lead USAR team.

(e) 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 should be made for appropriate help. Precautions to protect the person from further injury should be made and first aid for injuries should be administered as soon as possible.

(6I) Evacuation Notification (less common). By law VDF may be tasked to assist in the evacuation of areas that will be affected by a disaster. VDF communication teams could also be located to support the operation. Evacuation is carried out before the onset of the effects of the event.

(a) 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 usually is made by the chief elected official of a jurisdiction. People have a far better response to evacuation directions if it is delivered by an individual in uniform.

(b) 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. Have a written set of instructions.

(c) Note the address of individuals who do not evacuate and pass to proper authority. If no one is home, leave a copy of the directions tucked into the door and report a “no contact” at that address.

(6J) Emergency Transportation (less common). By law VDF may be tasked to transport critical personnel and small supplies during an emergency using government vehicles. Transportation during an emergency can be hazardous. Vehicles can expect blocked, flooded, or washed out roads, poor driving visibility, and treacherous road surfaces. The first priority of the operator is the safety of themselves, passengers, and cargo. Every task must be evaluated very carefully to make certain that performance limits of man and equipment are not exceeded.

#### **D. Coordinating instructions.**

**1. The JOC-G3 Activation Process.** The call to State Active Duty (SAD) is authorized by the Governor. SAD orders may only be issued subsequent to a Gubernatorial executive order or proclamation. VDF personnel cannot perform the emergency duties called for in our mission before the VDF G3 or VANG leaders given direct liaison authorization (DIRLAUTH) notifying

the member's team leader that the JOC has called for VDF soldiers for specified duties to be brought onto SAD. The JOC call passed through the G3 will specifically call for the NGST activation. 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. Following a Gubernatorial declaration of emergency, local and regional community leaders may request assistance from the State level. At or prior to this time the JOC will issue all units a Warning Order (WARNO). Once the Governor has declared an emergency, the JOC issues a following Operations Order (OPORD) describing the situation, mission, general execution orders, sustainment, and command and control (C2) information.

(1) A Community identifies a need for emergency assistance that cannot be met by the jurisdiction's resources.

(2) The community forwards its request to its Virginia Department of Emergency Management (VDEM) Regional Emergency Operations Center (EOC) (the State is divided into seven Regions). Virginia National Guard (VANG) liaison officers (assisted by VDF liaison personnel) examine the request where it is or may be for military assistance, and forward a recommendation via the Regional Director to VDEM Headquarters.

(3) The request is forwarded to the VDEM's Virginia Emergency Operations Center (VEOC). 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 instance.)

(4) If other state resources are unable to execute and the task can be performed by military resources, the VEOC will task the VANG through the JOC to take the mission.

(5) The JOC staff will determine which component(s) (Army, Air, or Virginia Defense Force) will be tasked. That unit or task force will then be issued a Fragmentary Order (FRAGO) directing details of the taskings. The FRAGO will refer to the OPORD or all information, except that which is new to the current FRAGO task.

### **3. VDF Place in the Larger Scheme of Operations.**

a. The above sequence ensures the correct resource is used for an emergency task and that resources and money are not wasted.

b. The VDF and even the VANG are not first responders and will not be called for tasks that need an immediate "red lights and siren" response.

c. The VDF will not be called if an emergency can be resolved with normal community resources or with mutual aid or with state resources.

d. 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 within 12 hours' notice.

e. Companies (COs) are the VDF's primary administrative and training organizations. NGSTs, on the other hand, are per VDF Regulation 611-3, National Guard Support Team management, the VDF's primary tactical deployment organization. NGSTs are organized by professional specialty – such as Chaplains – or by skill, such as Civil Support/Security (CSS) Military Occupational Specialty (MOS), or Communications (COMM) MOS. Within a CSS or COMM NGST there will be sub-teams, such as a VDEM Radio Room Team or MCP Resource for COMM NGST. Nonetheless, there may be reasons a unit, rather than NGST is tasked to conduct an alert –such as a catastrophic event where all of VDF is called up for an extended period. Accordingly, both COs and NGSTs should be ready to conduct readiness exercises to actual alerts.

(1) Emergency Deployment Readiness Exercise (EDRE). An EDRE is conducted by each VDF unit or NGST at least once a year. EDREs exercise the alerting system. The EDRE itself will be mimicking a telephone Alert One as explained below. The unit/NGST should evaluate its performance based on the ability to rapidly contact as many of its personnel as possible, as quickly as possible, and in the process verifying contact information.

(2) Operational Readiness Check (ORC). ORCs test the VDF organizational ability mobilize, proceed to a mission area, and perform a mission on which the unit personnel have been trained. ORCs will be conducted randomly on scheduled drill days.

(e) 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 of facility.

**4. VDF Activation Process**. Unit processing for activation will be similar to that of the National Guard. By law, VDF personnel can be called for up to 60 days of duty at any one time. In a catastrophic event, we could expect a major SAD call-up of the entire VDF for up to 60 days. However, most responses last days, and rarely as long as two or three weeks.

a. *VDF members may never “self-deploy” to an emergency.* They should check their “72-hour load/pack” and inform their leader in the chain of command (COC) of their readiness to deploy, then await SAD orders, in case their skills are needed.

b. If a potential emergency has features advance warning – such as an approaching hurricane – unit leaders may and National Guard Support Team (NGST) leaders should anticipate an emergency declaration and use the opportunity to conduct an “Alert 1” as discussed below,

meaning soldier's contact information is verified, as is their availability for emergency response for the next week to ten days.

c. Alert Process. If the JOC issues a WARNO to VDF, the VDF G3 will pass the WARNO to VDF unit and/or NGST leaders, with a direction to follow the below process, requiring soldiers within the chain to report back within a specified time. Units/NGSTs will do so and also ensure their mission equipment is available and ready.

(1) 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.

(2) ALERT 1: Alert 1 is a telephone alert. Units and/or NGST leaders will be asked to contact all their personnel, determine who is available, and report strength to the next higher level. Alert 1 is simply a "real world" EDRE.

(a) Companies/MCPs should be able to complete their alerting in one hour.

(b) Units/NGSTs 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 telephone number. If you must 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. Email standby should be avoided, as the Internet is more prone to connection issues than telephones.

(3) ALERT 2: Alert 2 is a response alert. The VDF Commanding General, or his designee (normally G3), is the only person in VDF who can authorize an Alert 2. *Units are not told to report; individuals are.* Member reports in uniform to where ordered, with 72-hour load, ready for operations.

d. Prior to activation, each individual should have completed the following preparations:

(1) Ensure the member's family has basic disaster supplies and is training in home emergency procedures.

(2) 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, and VDF point of contact for emergencies is provided.

(3) VDF member who is a single parent must arrange for childcare and/or pet and home care/watch.

(4) Will is current and family members know where the will and other critical documents (such as insurance papers, property deeds, etc.) are located. Spouses should have a power of attorney adequate to allow them to conduct basic affairs for up to 60 days.

e. Each soldier should report to activation with:

(1) Key personal documents (driver's license, VDF Identification Card, radio licenses, etc.)

(2) At least a two-week supply of any critical personal medicine, evidence of prescription, and medical special needs card.

(3) 72-hour pack per list in VDF Operations and Training (O&T) Standard Operating Procedures (SOP) enclosure.

f. Personnel will be processed by the VDF G-1. *Only* VDF Force HQ (FORHQ) can publish orders placing individuals on SAD. Again, soldiers may not self-deploy.

## **5. Command and Control of VDF Troops**

a. General. Command and control (C<sup>2</sup>) of VDF troops may operate in several different command relationships. Command relationship may change in actual emergency operations, and individuals or NGSTs must be prepared for significant changes. Upon activation and deployment C<sup>2</sup> passes from VDF, to the JOC, then to a task force (TF), VANG unit, facility, or Staff Officer. TF's and VANG units operate within an Area of Operations and Area 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, and change with the evolving situation.

b. Operational Control (OPCON). Once deployed, VDF forces on SAD will be under the JOC OPCON, meaning the JOC will order actions in a tactical or administrative matter. VDF companies drill in the same armories with the National Guard units they may be called to support. VDF subordinate commanders should know their National Guard counterparts and have established working relationships with them.

c. Tactical Control (TACON). The JOC can assign VDF NGSTs and/or individuals under the TACON of a VANG Commander in the field, at a VANG facility, other state facility like the VEOC, or to a VANG Staff Officer. The VDF NGST Officer-in Charge (OIC) or Noncommissioned-Officer-in Charge (NCOIC) reports to and receives direction from the VANG Commander/Staff Leader to which assigned. When the task is completed, the VDF NGST or individual control returns to the VANG JOC. In due course the JOC will release VDF SAD personnel back to VDF control.

d. Administrative Control (ADCON). VDF has a Staff Augmentation Resource ("JOC Support NGST") which will coordinate VDF SAD personnel from activation until deactivation and return to home station (HS). The core NGST consists of the G1 (Administration) and G3 (Operations). The NGST key task is get VDF "into the fight" upon JOC direction; monitor deployments; rotate them in/out of SAD as the situation requires; and return them to HS. VDF units needing to contact a NGST leader or troop who is on SAD will contact the published JOC

Support NGST by email or telephones. VDF units may not directly contact their members while they are deployed, or vice versa, without G3 or delegee authorization. Doing so is a COC violation.

e. VDF NGSTs in SAD Operations. As described above, NGSTs are the VDF emergency response elements. Individuals may be called to SAD, but the key deployment concepts are the same.

(1) NGSTs will be activated and assigned missions using the standard WARNO and OPORD system as explained in the VDF O&T SOP. WARNOs and OPORDs will nearly always originate from the JOC and the G3 may issue derivative orders referencing JOC orders. A WARNO alerts VDF that it SAD is possible and to prepare. It may be as simple as a telephone call, but usually will consist of the JOC WARNO relayed by G3 to NGST, Staff, or unit leaders by email, with VDF G3 adding pertinent information. WARNOs cause an Alert 1 to be issued.

(2) A JOC OPORD orders DMA elements onto SAD and assigns units or TF with execution tasks. VDF G3 will relay the JOC OPORD to NGST, Staff, or unit leaders by email or telephone as an Alert 2, with VDF G3 adding pertinent information.

(3) The JOC may order personnel to report to a Readiness Center (RC or armory), state facility, Emergency Operation Center, or to set up a TF/unit Command Post (CP) deployed anywhere in the Commonwealth (in very rare circumstances, even outside the Commonwealth). The CP is the primary location from which a tactical VANG unit exercises C<sup>2</sup>. All CP's should have communications with units above and below them in the chain of command. VDF communicators often play a key role in maintaining such communications.

(4) VDF NGSTs or individuals will usually be co-located with VANG military leaders. A basic principle of military C<sup>2</sup> is that the senior ranking individual assigned to a unit is in charge. The senior ranking VDF NGST leader will always command the VDF troops directly, and pass down orders from VANG leader to whom the NGST is TACON. A VDF line officer may also be the only line officer present for a period and so for that period and so must assume command responsibilities such as personnel accountability and safety, even if not formally "put in charge." Note that "professionals, "such as Staff Judge Advocates, Chaplains, and Medical Officers are not line officers and do not assume command. A Warrant Officer (WO) credentialed in a team/unit specialty may be in command of that element. Noncommissioned Officers (NCO) may have officer leadership responsibilities, including taking charge if there is no line officer or appropriate senior VANG WO. The bottom line: if you are the senior person, take charge until you are relieved by a higher-ranking individual.

## **6. Movement to the Assignment Site.**

a. Basic rules of Vehicular Movement to an Assignment Site.

(1) To get to where we are needed, VDF members must be able to move in an orderly manner, arriving at the same time in the most efficient way.

(2) VDF's entire purpose for being deployed is to employ the skills and knowledge to perform assigned mission task. Thus, safe movement is a prerequisite.

(3) To control movement, assure troop safety, and to be able to report results, you must be able to communicate.

b. Movement Components. Learn to navigate using Global Positioning System (GPS) devices, but also basic road maps, Virginia Department of Transportation (VDOT) state highway/county maps, and military 1:50,000 maps and compasses.

(1) Maps and Navigation. Although there are differences in the symbols used on road maps, the following guidelines generally are true:

(a) Road signs for routes generally are the same as shown on the maps. Interstate shield, US highways with a black and white shield, and state roads with a circle.

(b) Major roads usually have distances between major towns' intersections marked. These may be used for rough planning, although the actual distance on ground may differ.

(c) Distance on maps and highway signs are measured to the city center. You may go nowhere near city centers.

(d) Wider lines on maps mean better quality 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 quickly impassable.

(e) Note the location of rest stops on Interstate Highways. These make excellent convoy rest locations as they have adequate parking, restrooms, and usually drink and snack machines.

(f) You may be given a route sketch or a 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, major landmarks, 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 that you understand what the route is; ask questions and make additional notes as needed.

(2) Emergency movement. 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 (rockslide, 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 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 the state, the answer is no.

(c) What is the speed tradeoff? Even a congested Interstate may allow sustained speeds of 40 miles per hour. Two lane rural roads that pass through several small towns may slow speed of advance down to an average of 30 miles per hour (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 to expect and how to get them where they are going. Back roads may have the guy on duty who has not seen any recovery forces, does not want to see any, does not know what to do, and does not want to find out. The easiest answer always is “No, you cannot go through; turn around and go back where you came from.”

### (3) Vehicle Movement.

(a) 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 only is a guideline):

1 Radio antennas secure; coaxial cable tightly attached to radios; power leads in; microphone attached.

2 Headlights, parking lights, brake lights, turn signals all operational.

3 Windshield wipers operational and blades in good condition; fluid reservoir full.

4 Windshield and windows clean with nothing blocking the driver’s vision; mirrors correctly adjusted.

5 Tires in good condition with sufficient tread; no cuts, sharp objects stuck in tires; tire pressure good.

6 Spare tire(s) in good condition; jack and tools on board vehicle.

7 Fluid at proper levels, including radiator, oil, transmission fluid, and battery (if not sealed).

8 Emergency equipment on board including working flashlight, flares or reflector triangles, jumper cables, and first aid kit.

(b) Load Planning. All vehicles in a unit should be loaded in a generally similar fashion according to the unit SOP. This makes it easy to find things when you must 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 personnel, vehicle, and unit equipment will be stowed. Check the load plan prior to loading and follow it. 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)
- \*6 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)

(c) Convoy Procedures. For safety and to allow effective employment of units arriving as a mass, VDF units may move in a privately owned vehicle (POV) convoy if State rented, VDF or other military transportation is not provided. However, a VDF POV convoy is not a group of vehicles moving as a military convoy. POVs are not distinctive or recognizable military vehicles and would not be given even the limited courtesy military convoys are afforded by other drivers. The following guidelines should be followed:

1 Mark all vehicles with VDF windshield signage so that law enforcement personnel may identify VDF vehicles at roadblocks.

2 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.

3 The first, last, and unit commander's vehicles must have radios. Maintain radio contact between these vehicles.

4 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 the other vehicles from cutting between convoy vehicles.

5 The convoy will obey posted speed limits and traffic control devise. 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.

6 If a vehicle falls out for breakdown, detach another vehicle to standby to transport the crew after arrangements are made for pick-up, repair, or safe storage.

7 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 to incriminate themselves. Contact your chain of command.

7. Emergency Management (EM) Operations Information in Relation to Other Support Agencies. VDF's first priority is proficiency/accomplishment of VA Code and TAG-assigned tasks and missions. However, soldiers should also be informed and educated on emergency management generally.

a. EM Study. IAW VDF Regulation 624-1 and to better understand the emergency management system, soldiers will complete the following Incident Command System (ICS) courses managed by the Federal Emergency Management System (FEMA).

ICS-100: Introduction to the Incident Command System (E-3 to O-6)

ICS-200: ICS for Single Resources and Initial Action Incidents (E-3 to O-6)

ICS-700: National Incident Management System, An Introduction (E-5 to O-6)

ICS-800: National Response Framework, An Introduction (E-5 to O-6)

ICS-300: Intermediate ICS for Expanding Incidents (E-8/9; CW-3; O-5/6)

ICS-400: Advanced ICS for Command and General Staff (E-9; CW-4/5; O-6)

Additionally, IS-317: Introduction to Community Emergency Response Teams (CERT), is a useful primer for VDF in emergency operations, with six modules: CERT Basics, Fire Safety, Hazardous Material and Terrorist Incidents, Disaster Medical Operations, Search and Rescue, and Course Summary.

b. EM System.

(1) FEMA is the primary coordinating agency at the federal level. At the state level, the VDEM performs the emergency management function and the VEOC coordinates with the seven VDEM Regional EOCs to receive and process support requests from local agencies. Those Region EOCs serve as a critical link in state responses to emergencies and coordinating federal government support to the state.

(2) EM agencies are established in every VA county and independent city. These may be called "Emergency Management," "Emergency Services and Disaster Agency," "Emergency Preparedness," "Civil Defense," or some other similar 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.

(3) The VANG is the largest manpower group supporting VDEM and the state in general.

(a) VANG is the lead military agency for state-wide disaster response. Individual services provide specialized support such as engineering, airlift, medical support and supply, feeding, and shelter support. Military installations in the disaster area are not an immediate source of help. Base commanders have broad authority to provide emergency help, but their

primary mission is to restore and maintain their installations' capability to do the national security missions.

(b) Uniquely, VANG may be federalized (under federal pay and control) during large emergencies, and work with federal military forces. In such cases, the senior VANG tactical commander will be the Dual Status Commander for all federal forces assisting with the disaster response. Primarily the VANG leverages its personnel and equipment resources to assist with disaster recovery. VANG may also provide an armed force to support the VA State Police when dealing with civil disturbances at the level of riot or insurrection. Typically, when called to SAD, the National Guard is vested with the powers of the State Police.

c. Coordinators. Emergency management agencies are headed by a "Coordinator." The chief executive of the jurisdiction (e.g., a mayor) is by law the EM director for the jurisdiction. The elected officials are responsible for direction and policy for the jurisdiction. These Coordinators work with a variety of agencies to carry out policy

d. 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 support a VANG unit involved in a law enforcement function or VDF may directly support to a law enforcement agency.

e. 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, and sponsor the STARS radio system discussed above.

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

g. Police. Police Departments provide law enforcement within VA cities and some counties. Police and Sheriffs jurisdictions may overlap.

h. Fire and Rescue. Fire and emergency medical services functions are performed in a variety of ways. The primary traditional role of fire departments is fire suppression and rescue (including both from buildings and from vehicles). Some fire departments only do fire suppression and extrication. Some departments provide initial emergency medical services. Some departments offer full-service emergency medical services. Emergency medical services or rescue squads may be entirely separate. Both fire and emergency medical services may be full-time paid, part-time paid and part volunteer, or all volunteer.

i. Search and Rescue (SAR) Teams. Heavy Urban SAR teams coordinated by VDEM provide a complete capability to rescue persons trapped in collapsed buildings. Member teams of the Appalachian Search and Rescue Conference provide 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. The Civil Air Patrol provides air search capability. In addition, there are specialized cave rescue and dog search teams in the state.

j. Miscellaneous Non-Government Organizations (NGO). There are a large number of relief agencies that are active in disasters. The best known and 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 for victims. Other disaster agencies are often church-based and include a variety of groups that specialize in specific rebuilding, feeding, and recovery tasks.

k. Emergency Communications. There are 3 emergency communications organizations that have key disaster response roles:

(1) National Communications System (NCS). NCS is a federal Department of Homeland Security (DHS) agency charged with coordinating emergency communications, including the capability to deploy specialized resources to disaster areas. ([www.ncs.gov](http://www.ncs.gov))

(2) Shared Resources (SHARES). SHARES provides 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 ([www.ncs.gov/shares/](http://www.ncs.gov/shares/))

(3) Amateur Radio Emergency Services (ARES). this volunteer amateur radio emergency group is sponsored by the American Radio Relay League (ARRL) ([www.arrl.org](http://www.arrl.org)). In Virginia, during a declared disaster, ARES ([www.ares.org](http://www.ares.org)) becomes the government-sponsored (Radio Amateur Civil Emergency Services (RACES) ([www.usraces.org](http://www.usraces.org)) and ([www.qsl.net/races/](http://www.qsl.net/races/)) which provides a backbone HF and VHF communications system to connect local government with the state EOC. VDF plays a key linkage role, by manning the VDEM HF radios which talk to SHARES and ARES.

#### **IV SUSTAINMENT (Administration and Logistics)**

**A. Administration.** As discussed above, VDF retains ADCON during SAD. The VDF JOC Support NGST will coordinate VDF SAD personnel from activation until deactivation and return to HS. The G1 within the JOC Support NGST will issue SAD orders and will coordinate demobilization orders and pay matters for each soldier coming off of SAD.

**B. Logistics.** All VDF must maintain a 72-Hour Load IAW the VDF Dir 1-20 O&T SOP list. VANG will provide VDF on SAD with food, hydration, and shelter.

1. Hydration. The EM operations pace of the work often causes people not to drink enough fluids.

a. Maintaining Hydration. Leaders at all levels must order regular water breaks (at least every 30 minutes in high heat) during physical work or when marching and encourage their people to

drink whenever they need. When people are sweating, it is a good sign that they need to replace lost fluids by drinking. Trouble signs include dizziness and darkened urine. Encourage monitoring urine color and increasing fluid intake to keep urine clear and near colorless. During cold weather, drinking also is 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, check with your doctor to confirm the product is safe for you.

c. Alcohol. *No VDF soldier may take or consume alcoholic beverages during SAD.* 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 already are dehydrated from not drinking enough water during the day, or if you are suffering from even a mild burn (such as a sunburn). Think about the negative image- there you are enjoying a drink when the television camera crew shows up.

## 2. Weather and Vector Protection.

a. Sun Discipline. Sun exposure causes sunburn and skin cancer (skin cancer is a major killer of adults in the United States). Both are preventable by individuals, buddies, and leaders taking proper steps to protect our troops. Sunburn 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 sunburned. Any time VDF personnel are working outside (even on cloudy days) there is the potential for dangerous sun exposure. Whenever you are outside, take the following precautions:

(1) Wear a hat: The patrol cap is the cover 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 an SPF as you can get. Put the sunscreen on before you go out into the sun. Periodically renew the sunscreen- you wipe it off and sweat carries it away.

b. Ticks. VA 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. Blouse your trousers and roll down your sleeves. Wear your belt tight. Treat trousers and sleeves with insect repellent. Spray repellents are about 85% effective in discouraging ticks. Ideally, wear a uniform only one day. Then wash it and re-treat it before going into the field. 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.

c. Cold and Wet Problems. Hypothermia is a real problem in Virginia. Soldiers must inform their NGST leader when alerted for SAD if they lack warm military clothing. Changes of clothing are important as well, and long sleeves are needed in both hot and cold weather.

(1) Most people get in trouble in the cold when temperatures are above freezing, it is raining, and the wind is blowing. When working in the cold, you must be very aware of cold exposure. 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.

(2) 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. Keep active. Muscular activity generates a lot of heat.

(3) Eat. Food is fuel to meet your heat needs.

(4) Stay dry and out of the wind. Wet clothing wicks heat away from your body rapidly, as 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.

3. 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. Leaders must encourage all not to stand if they can sit; sit if they can lie, be awake if they can nap. 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 making a disastrous one. Arrange relief manning, even if the relief is not an expert in the job.

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

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

Stop moving and find a safe location.

(1) Communicate, by radio or telephone if you have one, or carry and use a whistle (3 blasts are a commonly recognized call for help). Let your commander 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.

(2) Get into shelter. You can sunburn yourself badly or become severely hypothermic waiting by a crossroads for the pick-up vehicle.

(3) Conserve energy. Eat, rest, drink, and recharge your mental batteries with this break.

6. First Aid. VDF teaches first aid because medical issues can arise anywhere and anytime. Remember the following priorities when someone appears to have stopped breathing or is severely injured (notice the alphabetic sequence as a memory aid):

\*AIRWAY: ensure the injured person is positioned so their breathing is not obstructed.

\*BREATHING: check for breathing; if person is not breathing, start mouth-to-mouth resuscitation; always use a pocket mask or other one-way valve system.

\*BLEEDING: stop any life-threatening bleeding by direct pressure, or if needed, a tourniquet.

\*CIRCULATION: check for heartbeat; if no heartbeat, start cardiopulmonary resuscitation if appropriate via the constant compression method.

\*DISABILITY: check for level of consciousness; if patient is conscious, find out what happened and what their chief problem is.

\* EXPOSE: check for fractures, and injuries to the chest

\*HELP: call for emergency medical services; have the following information ready:

LOCATION

MAIN PROBLEM

AGE

SEX

BREATHING?

CONSCIOUS?

DANGEROUS BLEEDING?

\*\*Always wear gloves and take universal precautions to protect you and the victim from contamination.



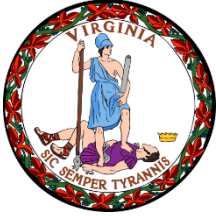
7. **Battle Buddy.** Many problems are easy to overlook if you are just looking at yourself—dehydration, sunburn, ticks, hypothermia, etc. The buddy system is a basic survival tool. Leaders at all levels should direct VDF personnel to pair as “Battle Buddies” at the start of operations. The NGST is ideally 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 unchecked, will cause real problems and may even kill.

## **V. COMMAND AND SIGNAL**

**A. Command.** Study the OPCON, TACON, and ADCON concepts above. Remember the VDF JOC Support NGST will have ADCON and coordinate VDF SAD personnel from activation until deactivation and return to home station (HS). VDF units needing to contact a NGST leader or troop who is on SAD will contact the published JOC Support NGST email or telephones. VDF units are not to directly contact their members while they are deployed, or vice versa.

**B. Control.** HS units control the soldiers until activated on SAD, at which time control passes to the NGST leaders as a small unit; they are ADCON to the JOC Support NGST; and then OPCON/TACON to the VANG organization to which attached on the higher level.

**C. Signal.** Many VDF NGSTs deploy with organic communications. VDF soldiers are responsible for equipment accountability and care. Personal telephones may be carried and used off duty during SAD. But be careful to not discuss operational security matters, such as unit personnel, equipment, location, or operations.



## Course Observation Form

**Date of Course:**

**Course Title:**

**Instructor:**

**Soldier:**

**Directions:** Answer the questions below and return this form to the course proctor upon completion of the course.

1. What was the purpose of the course?

2. What parts of the course seemed to particularly enhance the learning process? What strengths does the instructor exhibit?

3. How would you change or improve the course? Are there any topics or courses that you would like to see taught?

Soldier's Signature: \_\_\_\_\_ Date: \_\_\_\_\_