Virginia Department of Emergency Management

Exercise Series 2008

Operation Cardinal Freeze Tabletop
VECTOR Tabletop and Drills
State Shelter Workshop

Series Executive Summary
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VERTEX 2008

FINAL CONSOLIDATED AFTER-ACTION REPORT AND IMPROVEMENT PLAN

EXECUTIVE SUMMARY

January 9, 2009

Includes:
Operation Cardinal Freeze Tabletop, March 20, 2008
VECTOR Tabletop and Drills, May 2-3, 2008
State Shelter Workshop and Walkthrough, July 16, 2008
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HANDLING INSTRUCTIONS

1. The title of this document is the Consolidated Virginia Emergency Response Team Exercise (VERTEX) 2008 After-Action Report (AAR) and Improvement Plan (IP) Executive Summary.

2. Points of contact:

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   Richmond, Virginia 23236
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**EXECUTIVE SUMMARY**

The overall structure of this consolidated AAR is a combination of the three individual AARs for the Virginia Emergency Response Team Exercise (VERTEX) 2008: the Operation Cardinal Freeze Tabletop Exercise, the Virginia Evacuation Coordination Team for Operational Response (VECTOR) Tabletop Exercise and Drills, and the State Shelter Workshop and Walkthrough.

**Section 1: Operation Cardinal Freeze Tabletop Exercise Overview**

The Virginia Department of Emergency Management’s (VDEM’s) VERTEX 2008 Operation Cardinal Freeze Tabletop Exercise (TTX) was developed to test the Emergency Operations Center Management, Emergency Public Information and Warning, and Mass Care capabilities of the Virginia Emergency Response Team (VERT). The exercise planning team comprised various agencies and organizations in the Commonwealth of Virginia who would be directly involved as decisionmakers and stakeholders during a large-scale ice storm. The exercise planning team discussed issues regarding the policies and procedures of participating agencies in response to an ice storm. Emphasis was placed on State-level emergency response coordination, public warning, sheltering, and mass care. The planning committee met twice before the exercise—the initial planning conference (IPC) was held on January 8, 2008, and the final planning conference (FPC) on February 21, 2008. The TTX included participants and observers from various State and Federal agencies, as well as non-governmental organizations (NGOs), utility companies, and contractors, who contributed to or observed activity at one of the seven discussion tables.

Based on the exercise planning team’s deliberations, the following objectives were developed for the Operation Cardinal Freeze TTX:

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Capabilities</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Discuss and examine the Commonwealth’s plans and procedures to conduct response and recovery operations and the processes to share critical information and maintain situational awareness with jurisdictions impacted by a severe winter storm.</td>
<td>Emergency Operations Center Management</td>
<td>2, 3, 6</td>
</tr>
<tr>
<td>2. Explain and discuss the VERT’s plans and procedures to define requirements, and locate, acquire, distribute, and account for critical personnel, facilities, and material in support of the response.</td>
<td>Emergency Operations Center Management</td>
<td>2, 7</td>
</tr>
<tr>
<td>3. Define and discuss the plans, processes, and capabilities of the VERT to support the sheltering of an impacted population from a severe storm.</td>
<td>Mass Care (Sheltering, Feeding, and Related Services)</td>
<td>1</td>
</tr>
<tr>
<td>4. Identify and examine the processes to be used to provide timely and accurate emergency information to the media and the public.</td>
<td>Emergency Public Information and Warning</td>
<td>1</td>
</tr>
</tbody>
</table>
**SECTION 1: OPERATION CARDINAL FREEZE TABLETOP EXERCISE OVERVIEW (CON’T)**

This section provides the exercise overview from each of the three VERTEX 2008 exercises, including the participants and planning team members.

**Exercise Details**

**Exercise Name**
VERTEX 2008 Operation Cardinal Freeze Tabletop Exercise (TTX)

**Type of Exercise**
TTX

**Exercise Start Date**
March 20, 2008

**Exercise End Date**
March 20, 2008

**Duration**
7 hours on March 20, 2008

**Location**
Virginia Emergency Operations Center (VEOC) in Richmond, VA

**Sponsor**
Virginia Department of Emergency Management (VDEM)

**Program**
State Homeland Security Grant Program

**Mission**

- [ ] Prevent
- [ ] Protect
- [X] Response
- [X] Recovery
Capabilities

- Emergency Operations Center Management
- Emergency Public Information and Warning
- Mass Care (Sheltering, Feeding, and Related Services)

Scenario Type

- Chemical release or threat (C)
- Biological release or threat (B)
- Radiological release or threat (R)
- Nuclear detonation or threat (N)
- Explosive detonation or threat (E)
- Cyber (Y)
- Other/specify (O): Response to and recovery from a heavy statewide ice storm.

Exercise Planning Team

Commonwealth Exercise Planning

Contract Exercise Support

Participating Organizations

Commonwealth Agencies and Other Entities:

- VDEM
- Department of Agriculture and Consumer Services (VDACS)
- Department of Criminal Justice Services (DCJS)
- Department of Fire Programs (DFP)
- Department of Health (VDH)
- Department of Military Affairs/Virginia Army National Guard (DMA/VaNG)
- Department of Rail and Public Transport (DRPT)
- Department of Social Services (VDSS)
- Department of Transportation (VDOT)
- Economic Development Partnership (VEDP)
- Information Technologies Agency (VITA)
- Office of the Chief Medical Examiner (OCME)
- Office of Drinking Water (ODW)
- State Corporation Commission (SCC)
- State Police (VSP)

Non-Governmental Organizations (NGOs):
Homeland Security Exercise and Evaluation Program (HSEEP)

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Exercise Series

Section 1: Exercise Overview

- American Red Cross (ARC)
- Dominion Power
- Garner Environmental
- Near Southwest Regional Hospital Coordination Center (Near SW RHCC)
- Virginia, Maryland, and Delaware Association of Electrical Cooperatives

Observing Organizations

**Agencies and NGOs:**
- United States Department of Homeland Security (DHS)
- United States Postal Service (USPS)
- Office of the Virginia Secretary of Health and Human Resources
- Amateur Radio Communications Auxiliary (VDEM/ARCA)
- Amateur Radio Emergency Service/Radio Amateur Civil Emergency Service (ARES/RACES)
- Association of Contingency Planners (ACP)

**Number of Participants**
- Participants ......................................................... 70
- Observers ............................................................ 23
- Evaluators ......................................................... 10
- Facilitators ......................................................... 8
- VIPs ................................................................. 2
- **Total** ............................................................. 113
Section 2: VECTOR Tabletop and Drills Exercise Overview

VDEM’s VERTEX 2008 VECTOR Tabletop Exercise (TTX) was developed to test the evacuation, mass care, State-level emergency operations center (EOC) management, and emergency public information and warning capabilities of the VERT. The emphasis of this tabletop was not on the entire VERT, but only the Virginia Evacuation Coordination Team for Operational Response (VECTOR) task force of the VERT. This tabletop was specifically designed to assist the VECTOR group in identifying updates and/or changes necessary to its standard operating procedures (SOPs) before the 2008 hurricane season. The accompanying points of distribution (POD) drills in two of the localities in Region 2 were designed with resource distribution in mind.

The exercise planning team comprised various agencies and organizations in the Commonwealth of Virginia who would be directly involved as decisionmakers and stakeholders during an actual hurricane/evacuation event. The exercise planning team discussed issues regarding the policies and procedures of participating agencies and jurisdictions in response to this kind of event. The planning committee met twice before the exercise—the initial planning conference (IPC) was held on February 7, 2008, and the final planning conference (FPC) on March 27, 2008.

The TTX included participants and observers from various local, State, and Federal agencies, and non-governmental organizations (NGOs) such as private companies and higher education institutions. Only the core VECTOR individuals were actual participants in the exercise. However, agency members who normally work with them were nearby and available for “reach-back,” including local jurisdictional representatives. The rest of those present were observers sitting around the perimeter.
Based on the exercise planning team’s decisions, the following objectives were developed for the VECTOR TTX and POD Drills:

### VECTOR TTX

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Capabilities</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Discuss the Commonwealth’s plans and identify courses of action to support the evacuation and sheltering of a large population before a hurricane impacting the east coast.</td>
<td>Citizen Evacuation and Shelter-In-Place</td>
<td>1, 3, 5</td>
</tr>
<tr>
<td></td>
<td>Emergency Operations Center Management</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>Mass Care (Sheltering, Feeding, and Related Services)</td>
<td>1, 3</td>
</tr>
<tr>
<td>2. Determine requirements to locate, acquire, and plan for the distribution and accounting of critical personnel, facilities, and material in support of the response.</td>
<td>Emergency Operations Center Management</td>
<td>7</td>
</tr>
<tr>
<td>3. Verify the procedures to coordinate and to share critical information with jurisdictions and provide emergency information to the media and the public.</td>
<td>Emergency Operations Center Management</td>
<td>3, 7</td>
</tr>
<tr>
<td>4. Examine and discuss the integrated coordination efforts, communications, and response capabilities among hospital, health, and emergency management entities in response to a hurricane affecting hospital operations.</td>
<td>Emergency Operations Center Management</td>
<td>3</td>
</tr>
<tr>
<td>5. Assess the ability of the joint information center (JIC) to provide emergency information to the media and the public.</td>
<td>Emergency Public Information and Warning</td>
<td>1, 4, 5</td>
</tr>
</tbody>
</table>

### VECTOR POD Drills

<table>
<thead>
<tr>
<th>Objective</th>
<th>Capability</th>
<th>Activities</th>
<th>Tasks</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Plan for and conduct POD operations.</td>
<td>Critical Resource Logistics and Distribution</td>
<td>1</td>
<td>1.2</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2</td>
<td>2.1, 2.5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>7</td>
<td>7.1</td>
</tr>
</tbody>
</table>
Section 2: VECTOR Tabletop and Drills Exercise Overview (Cont)

VECTOR Tabletop and Drills

Exercise Details

Exercise Name
VERTEX 2008 VECTOR TTX and Drills

Type of Exercise
TTX and Drills

Exercise Start Date
May 2–3, 2008

Exercise End Date
May 2–3, 2008

Duration
6 hours on May 2, 2008, and 5 hours on May 3, 2008

Location(s)

TTX: Virginia Emergency Operations Center (VEOC) in Richmond, VA

POD Drills:
- City of Fredericksburg – Walker Grant Middle School, Fredericksburg, VA
- King George County – King George High School, King George, VA
Sponsor
VDEM

Program
State Homeland Security Grant Program

Mission
___ Prevent
___ Protect
X Response
X Recovery

Capabilities
- Citizen Evacuation and Shelter-In-Place
- Critical Resource Logistics and Distribution
- Emergency Operations Center Management
- Emergency Public Information and Warning
- Mass Care (Sheltering, Feeding, and Related Services)

Scenario Type
___ Chemical release or threat (C)
___ Biological release or threat (B)
___ Radiological release or threat (R)
___ Nuclear detonation or threat (N)
___ Explosive detonation or threat (E)
___ Cyber (Y)
X Other/specify (O): Response to and recovery from NLE 2-08 hurricane storm file Zoe
Exercise Planning Team

Commonwealth Exercise Planning

Locality Exercise Planning

Contract Exercise Support

TTX – Participating Organizations

**Commonwealth Agencies and Other Entities:**

- VDEM
- Virginia Emergency Response Team (VERT)
- Department of Agriculture and Consumer Services (VDACS)
- Department of Corrections (DOC)
- Department of Health (VDH)
- Department of Military Affairs/Virginia Army National Guard (DMA/VaNG)
- Department of Rail and Public Transport (DRPT)
- Department of Social Services (VDSS)
- Department of Transportation (VDOT)
- State Police (VSP)
- Tourism Corporation (VTC)

TTX – Observing Organizations

**Commonwealth Agencies and Other Entities:**

- Central Virginia 211 System
- Development Housing and Development Authority (VA DHDA)
- Office of Health and Human Resources (HHR)
- State Pharmacy Consultant

**Local Jurisdictions:**

- City of Hampton
- City of Norfolk
- City of Virginia Beach
- Hampton Roads Transit (HRT)
Federal Agencies:

- United States Department of Homeland Security (DHS)
- Federal Emergency Management Agency (FEMA) Region III

Non-Governmental Organizations (NGOs):

- The Home Depot
- Lockheed Martin Corporation (LMCO)
- Lowe’s
- United Parcel Service (UPS)
- Voluntary Organizations Active in Disasters (VA VOAD)

Number of Participants (TTX)

- Participants ...............................................................52
- Observers .................................................................47
- Facilitators/Evaluators .............................................4
- VIP .............................................................................1
- Total ......................................................................104

Fredericksburg POD Drill – Participating Organizations

City:

- Emergency Management
- Fire/Rescue
- Police
- Public Information Officer
- Public Works

Commonwealth:

- Virginia Army National Guard (VaNG)

Non-Governmental Organizations (NGOs):

- Boy Scouts of America – Troop 1410
- Hertz
- Nestle
- Wal-Mart
Fredericksburg POD Drill – Observing Organizations

**Commonwealth:**
- VDEM

**Number of Participants (Fredericksburg POD Drill):**
- Participants ...............................................................49
- Observers .................................................................6
- Facilitators/Evaluators ...................................................4
- Total ........................................................................59

King George POD Drill – Participating Organizations

**County:**
- Community Emergency Response Team (CERT)
- Emergency Management
- Parks and Recreation

**Commonwealth:**
- Virginia Army National Guard (VaNG)

**Federal:**
- Federal Emergency Management Agency (FEMA) Region III

**NGOs:**
- Nestle
- Wal-Mart

King George POD Drill – Observing Organizations

**County:**
- Sheriff’s Office

**Commonwealth:**
- VDEM
- Department of Criminal Justice Services (DCJS)
• Emergency Response Team (VERT)
• Emergency Operations Center (VEOC)

Number of Participants (King George POD Drill)

• Participants ............................................................... 74
• Observers ................................................................. 10
• Facilitators/Evaluators ............................................... 2
• Total ........................................................................ 86

Please note that the above exercise objectives are coupled with the applicable HSEEP EEG capabilities and the appropriate activities within them.
Section 3: State Shelter Workshop and Walkthrough Drill Exercise Overview

VDEM’s VERTEX 2008 State Shelter Workshop and Walkthrough was developed to assess the Commonwealth’s ability to support and conduct sheltering operations, especially during a major weather event. The idea behind this workshop was to bring together higher education institutions from across the Commonwealth that have been designated as SMSs so that they can, in conjunction with the VDSS and other “State stakeholder” agencies, work through the major issues as a whole. This workshop was specifically designed to assist the VDSS in identifying the needs of the overall SMS plan, as well as what issues each SMS may face in the process.

The exercise planning team comprised a small group of VDSS representatives who have direct contact with the SMSs across the Commonwealth of Virginia. They discussed issues regarding the policies and procedures of participating institutions and agencies and how they would relate to the overall “generic” SMS plan, as well as those tailored specifically for each SMS. The planning committee met three times before the exercise: via a conference call on April 7, 2008; the initial planning conference (IPC) on May 30, 2008; and the final planning conference (FPC) on June 17, 2008.

The workshop included participants and observers from various State and local agencies and non-governmental organizations (NGOs) such as higher education institutions and private companies. Most of those present were participants, either representing the SMS institutions, the VDSS, or the State stakeholder agencies (both State and local employees in this exercise, but primarily from the State), but there were a few observers and VIPs present as well.
Based on the exercise planning team’s decisions, the following objectives were developed for the VERTEX 2008 State Shelter Workshop and Walkthrough:

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Capabilities</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Assess the ability of the Commonwealth to support and conduct sheltering operations.</td>
<td>Mass Care (Sheltering, Feeding, and Related Services)</td>
<td>1</td>
</tr>
<tr>
<td>2. Demonstrate the Commonwealth’s ability to conduct mass care operations during a major weather event.</td>
<td>Mass Care (Sheltering, Feeding, and Related Services)</td>
<td>1, 3</td>
</tr>
</tbody>
</table>

Please note that the above exercise objectives are coupled with the applicable HSEEP EEG capabilities and the appropriate activities within them.

The purpose of this report is to analyze exercise results, identify strengths to be maintained and built upon, identify potential areas for further improvement, and support development of corrective actions.

**State Shelter Workshop and Walkthrough**

**Exercise Details**

**Exercise Name**

VERTEX 2008 State Shelter Workshop and Walkthrough

**Type of Exercise**

Workshop/Walkthrough

**Exercise Start Date**

July 16, 2008

**Exercise End Date**

July 16, 2008

**Duration**

4 hours for workshop, 1 hour for walkthrough, 30 minutes for debriefing

**Location(s)**

- **Workshop:** Virginia Commonwealth University (VCU) Parlors at the Sports Medicine Building in Richmond, VA
- **Walkthrough:** VCU Siegel Center in Richmond, VA
Sponsor
VDEM

Program
State Homeland Security Grant Program

Mission

- Prevent
- Protect
- Response
- Recovery

Capability
- Mass Care (Sheltering, Feeding, and Related Services)

Scenario Type

- Chemical release or threat (C)
- Biological release or threat (B)
- Radiological release or threat (R)
- Nuclear detonation or threat (N)
- Explosive detonation or threat (E)
- Cyber (Y)

- Other/specify (O): Response to and recovery from major weather events and other incidents requiring State-managed shelters

Exercise Planning Team

Commonwealth Exercise Planning

Contract Exercise Support
Participating Organizations

**State-Managed Shelters:**
- Virginia Commonwealth University (VCU)
- College of William & Mary
- Paul D. Camp Community College (PDCCC)
- University of Virginia (UVA)
- Richard Bland College (RBC)
- Virginia Military Institute (VMI)
- James Madison University (JMU)
- Virginia Tech
- Christopher Newport University (CNU)
- VA Western Community College
- Patrick Henry Community College (PHCC)
- Longwood University

**Commonwealth Support Agencies:**
- Department of Social Services (VDSS)
  - Division of Child Support Enforcement (DCSE), Central Area
  - Emergency Communications Center (ECC)
  - ECC Mobile Command
  - Office of Emergency Management (OEM)
  - State Animal Response Team (SART)
- VDEM
- Army National Guard (VaNG)
- Department of Agriculture and Consumer Services (VDACS)
- Department of Health (VDH)
- Department of Human Resource Management (DHRM)
- Department of Mental Health, Mental Retardation and Substance Abuse Services (DMHMRSAS)
- Information Technologies Agency (VITA), via Northrop Grumman IT Partnership
- State Police (VSP)

**Other Support Entities:**
- City of Richmond Health Department
- Northrop Grumman (VITA IT Partnership)
Observing Organizations

Commonwealth Entities:
- Department of Health and Human Resources (HHR) Deputy Secretary
- VDH Commissioner
- VDSS Commissioner

Non-Governmental Organizations (NGO):
- VDH/VCU Preventive Medicine

Number of Participants (TTX)
- Participants ...............................................................59
- Observers .................................................................2
- Facilitators/Evaluators .............................................10
- VIPs ............................................................................3
- Total ........................................................................74
# APPENDIX A: ACRONYMS

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Meaning</th>
</tr>
</thead>
<tbody>
<tr>
<td>AAR</td>
<td>After-Action Report</td>
</tr>
<tr>
<td>AEP</td>
<td>Appalachian Power (American Electric Power)</td>
</tr>
<tr>
<td>BFT</td>
<td>Blue Force Tracker</td>
</tr>
<tr>
<td>CNU</td>
<td>Christopher Newport University</td>
</tr>
<tr>
<td>COVEOP</td>
<td>Commonwealth of Virginia Emergency Operations Plan</td>
</tr>
<tr>
<td>COWs</td>
<td>Cells on Wheels</td>
</tr>
<tr>
<td>DCSE</td>
<td>Division of Child Support Enforcement (Virginia Department of Social Services)</td>
</tr>
<tr>
<td>DFO</td>
<td>Disaster Field Office</td>
</tr>
<tr>
<td>DMHMRSAS</td>
<td>Virginia Department of Mental Health, Mental Retardation and Substance Abuse Services</td>
</tr>
<tr>
<td>DHRM</td>
<td>Department of Human Resource Management</td>
</tr>
<tr>
<td>DHS</td>
<td>U.S. Department of Homeland Security</td>
</tr>
<tr>
<td>ECC</td>
<td>Emergency Communications Center</td>
</tr>
<tr>
<td>EEG</td>
<td>Exercise Evaluation Guide</td>
</tr>
<tr>
<td>EMAC</td>
<td>Emergency Management Assistance Compact</td>
</tr>
<tr>
<td>EMS</td>
<td>Emergency Medical Services</td>
</tr>
<tr>
<td>EOC</td>
<td>Emergency Operations Center</td>
</tr>
<tr>
<td>EOP</td>
<td>Emergency Operating Procedure</td>
</tr>
<tr>
<td>ERQP</td>
<td>Emergency Response Quartering Party</td>
</tr>
<tr>
<td>ESF</td>
<td>Emergency Support Function (see Appendix B)</td>
</tr>
<tr>
<td>FE</td>
<td>Functional Exercise</td>
</tr>
<tr>
<td>FEMA</td>
<td>Federal Emergency Management Agency</td>
</tr>
<tr>
<td>FOUO</td>
<td>For Official Use Only</td>
</tr>
<tr>
<td>FPS</td>
<td>Federal Protective Service</td>
</tr>
<tr>
<td>FSE</td>
<td>Full-Scale Exercise</td>
</tr>
<tr>
<td>Acronym</td>
<td>Meaning</td>
</tr>
<tr>
<td>---------</td>
<td>---------</td>
</tr>
<tr>
<td>HHR</td>
<td>Virginia Department of Health and Human Resources</td>
</tr>
<tr>
<td>IAP</td>
<td>Incident Action Plan</td>
</tr>
<tr>
<td>ICS</td>
<td>Incident Command System</td>
</tr>
<tr>
<td>IOF</td>
<td>Initial Operating Facility</td>
</tr>
<tr>
<td>JIC</td>
<td>Joint Information Center</td>
</tr>
<tr>
<td>JMU</td>
<td>James Madison University</td>
</tr>
<tr>
<td>MACC</td>
<td>Multi-Agency Coordination Center</td>
</tr>
<tr>
<td>MOA</td>
<td>Memorandum of Agreement</td>
</tr>
<tr>
<td>NOAA</td>
<td>National Oceanic and Atmospheric Administration</td>
</tr>
<tr>
<td>NIMS</td>
<td>National Incident Management System</td>
</tr>
<tr>
<td>NWS</td>
<td>National Weather Service</td>
</tr>
<tr>
<td>OCME</td>
<td>Office of the Chief Medical Examiner</td>
</tr>
<tr>
<td>OEM</td>
<td>Office of Emergency Management</td>
</tr>
<tr>
<td>PAO</td>
<td>Public Affairs Office</td>
</tr>
<tr>
<td>PDCCC</td>
<td>Paul D. Camp Community College</td>
</tr>
<tr>
<td>PHCC</td>
<td>Patrick Henry Community College</td>
</tr>
<tr>
<td>PIO</td>
<td>Public Information Officer</td>
</tr>
<tr>
<td>PR</td>
<td>Public Relations</td>
</tr>
<tr>
<td>RACES</td>
<td>Radio Amateur Civil Emergency Service</td>
</tr>
<tr>
<td>RBC</td>
<td>Richard Bland College</td>
</tr>
<tr>
<td>RHCC</td>
<td>Regional Hospital Coordination Center</td>
</tr>
<tr>
<td>RFI</td>
<td>Request for Information</td>
</tr>
<tr>
<td>RSOI</td>
<td>Reception, Staging, Onward movement, and Integration</td>
</tr>
<tr>
<td>SALTTT</td>
<td>Size, Amount, Location, Type of Resource, and Timeframe</td>
</tr>
<tr>
<td>SART</td>
<td>State Animal Response Team</td>
</tr>
<tr>
<td>SOP</td>
<td>Standard Operating Procedure</td>
</tr>
<tr>
<td>Acronym</td>
<td>Meaning</td>
</tr>
<tr>
<td>-----------</td>
<td>----------------------------------------------------------</td>
</tr>
<tr>
<td>SWVMH</td>
<td>Southwestern Virginia Mental Health Institute</td>
</tr>
<tr>
<td>TCL</td>
<td>Target Capabilities List</td>
</tr>
<tr>
<td>TIPS</td>
<td>Tactical Information Processing System</td>
</tr>
<tr>
<td>TTX</td>
<td>Tabletop Exercise</td>
</tr>
<tr>
<td>UVA</td>
<td>University of Virginia</td>
</tr>
<tr>
<td>VaNG</td>
<td>Virginia Army National Guard</td>
</tr>
<tr>
<td>VCU</td>
<td>Virginia Commonwealth University</td>
</tr>
<tr>
<td>VDACS</td>
<td>Virginia Department of Agriculture and Consumer Services</td>
</tr>
<tr>
<td>VDEM</td>
<td>Virginia Department of Emergency Management</td>
</tr>
<tr>
<td>VDH</td>
<td>Virginia Department of Health</td>
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<tr>
<td>VDOT</td>
<td>Virginia Department of Transportation</td>
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<tr>
<td>VDSS</td>
<td>Virginia Department of Social Services</td>
</tr>
<tr>
<td>VDSS ECC</td>
<td>Virginia Department of Social Services, Emergency Communications Center</td>
</tr>
<tr>
<td>VDSS OEM</td>
<td>Virginia Department of Social Services, Office of Emergency Management</td>
</tr>
<tr>
<td>VECTOR</td>
<td>Virginia Evacuation Coordination Team for Operational Response</td>
</tr>
<tr>
<td>VEOC</td>
<td>Virginia Emergency Operations Center</td>
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<tr>
<td>VERTEX</td>
<td>Virginia Emergency Response Team Exercise</td>
</tr>
<tr>
<td>VITA</td>
<td>Virginia Information Technologies Agency</td>
</tr>
<tr>
<td>VMI</td>
<td>Virginia Military Institute</td>
</tr>
<tr>
<td>VOAD</td>
<td>Voluntary Organizations Active in Disasters</td>
</tr>
<tr>
<td>VSP</td>
<td>Virginia State Police</td>
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</tbody>
</table>
# Appendix B: Virginia Emergency Support Function (ESF) Matrix

<table>
<thead>
<tr>
<th>ESF</th>
<th>State Coordinators</th>
<th>Scope</th>
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</thead>
</table>
| ESF #1 – Transportation | Primary - Transportation  
Support - Aviation; Chesapeake Bay Bridge-Tunnel District; General Services; Military Affairs; Mines, Minerals & Energy; Motor Vehicles; Rail & Public Transportation; State Police; Virginia Port Authority; Civil Air Patrol | • State and civil transportation support  
• Transportation safety  
• Coordination of restoration, recovery and reconstruction of transportation infrastructure  
• Movement restrictions  
• Damage and impact assessment |
| ESF #2 – Communications | Primary - Information Technology  
Support - Aviation; Chesapeake Bay Bridge-Tunnel District, General Services; Military Affairs; Mines, Minerals & Energy; DMV; Rail & Public Transportation; State Police, Transportation; Virginia Port Authority; Civil Air Patrol | • Coordination with telecommunications industry  
• Restoration/repair of telecommunications infrastructure  
• Protection, restoration, and maintenance of state cyber and information technology resources |
| ESF #3 – Public Works and Engineering | Primary - Military Affairs  
Support - Environmental Quality; Emergency Management; General Services; Health; Mines, Minerals & Energy; Transportation; Professional Engineers Emergency Response Team | • Infrastructure protection and emergency repair  
• Damage and impact assessment  
• Infrastructure restoration and reconstruction  
• Engineering services, construction management  
• Critical infrastructure liaison  
• Recovery infrastructure assistance |
| ESF #4 – Firefighting | Primary - Fire Programs, Forestry  
Support - Conservation and Recreation; DEQ; Military Affairs; State Police; DHCD-State Fire Marshal’s Office | • Firefighting activities on State lands  
• Resource support to rural and urban firefighting operations |
| ESF #5 – Emergency Management | Primary - Emergency Management  
Support - Environmental Quality; Forestry; Military Affairs | • Coordination of incident management efforts  
• Issuance of mission assignments  
• Coordinate notification/deployment of human capital  
• Financial management |
### Appendix B: ESF Matrix

| ESF #6 – Mass Care, Housing, and Human Services | • Mass care and sheltering  
• Temporary housing  
• Coordination of repair and restoration of housing  
• Human services  
• Recovery assistance to individuals & households  
• Family Assistance Center |
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<tbody>
<tr>
<td>Primary - Social Services (VDSS) Support - American Red Cross; Criminal Justice Services; VDEM; General Services; Health; Higher Education Institutions in Virginia; Housing and Community Development; DMHMRSAS; Military Affairs; VDACS; Virginia State Police; VITA; Virginia VOAD; The Salvation Army; Criminal Injuries Compensation Fund (Workers Comp. Commission)</td>
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<tr>
<td></td>
<td><strong>ESF #7 – Resource Support</strong></td>
</tr>
<tr>
<td>Primary - VDEM Support - VDACS; Aviation; Corrections; Criminal Justice Services; Fire Programs; Forestry; General Services; Health; Housing &amp; Community Development; Military Affairs; Motor Vehicles; State Police; Transportation; Virginia VOAD</td>
<td>• Resource Support (facility space, office equipment and supplies, contracting services, etc.)</td>
</tr>
</tbody>
</table>
| **ESF #8 – Health and Medical Services** | • Public health services  
• Medical services  
• Mental health services  
• Mortuary services |
| Primary - Health Support - American Red Cross; VDACS; DEQ; General Services; Health Professions; DMHMRSAS; Military Affairs; Motor Vehicles; State Police; DSS; DGIF; Virginia Hospital and Healthcare Association | |
| | **ESF #9 – Search and Rescue** |
| Primary - Emergency Management Support - Fire Programs; State Police | • Life-saving assistance  
• Search and rescue |
| **ESF #10 – Oil and Hazardous Materials Response** | • Oil and hazardous materials (chemical, biological, radiological, etc.) response  
• Environmental safety and short- and long-term cleanup  
• Health and safety of emergency workers |
| Primary - Emergency Management; Environmental Quality Support - Health; Labor and Industry | |
| | **ESF #11 – Agriculture and Natural Resources** |
| Primary - Agriculture Support - Conservation & Recreation; Corrections; Environmental Quality; Forestry; DGIF; General Services; Health; Historic Resources; Marine Resources; DMHMRSAS; Military Affairs; DSS; State Police; Virginia VOAD (Volunteer Organizations Active in Disasters); Transportation | • Nutrition assistance  
• Animal and plant disease/pest response  
• Food safety and security  
• Natural and cultural resources protection and restoration  
• Historic properties protection and restoration  
• Animal care and control (pets, livestock, wildlife) |
| ESF #12 – Energy | Primary: State Corporation Commission  
Support: Mines, Minerals and Energy;  
Emergency Management; Information Technologies | • Energy infrastructure assessment,  
repair, and restoration  
• Energy industry utilities coordination  
• Energy forecast |
| ESF #13 – Public Safety and Security | Primary: State Police  
Support: ABC; Conservation & Recreation; Corrections; Criminal Justice Services; Forestry; Game & Inland Fisheries; Marine Resources; Military Affairs; Motor Vehicles | • Facility and resource security  
• Security planning; technical & resource assistance  
• Public safety/security support  
• Support to access, traffic, and crowd control  
• Health and safety of disaster workers |
| ESF #14 – Long-Term Community Recovery | Primary: Short Term: Emergency Management  
Long Term: Economic Crisis Strike Force (Secretary of Commerce and Trade)  
Support: Education; Emergency Management; Housing & Community Development; Corrections; DMHMRAS; DSS; VEC; SEC-Bureau of Insurance; Virginia VOAD; Economic Development Partnership; Business Assistance; VDACS; Medical Assistance Services; SCHEV/VCCS; VDOT | • Social and economic impact assessment  
• Partner with FEMA and SBA for short-term Federal disaster assistance programs  
• Long-term community recovery assistance to local governments and the private sector  
• Coordination of COV role in the reconstruction and redevelopment of impacted areas  
• Mitigation analysis and program implementation |
| ESF #15 – External Affairs | Primary: Emergency Management  
Support: Fire Programs; Health; Military Affairs; Motor Vehicles; State Police; Transportation | • Emergency public information and protective action guidance  
• Incident information to the public  
• Media and community relations  
• Elected official liaison |
| ESF #16 – Military Support | Primary: Military Affairs  
Support: Army National Guard; Air National Guard; Virginia Defense Force | • Translate civilian missions into military missions  
• Provide military resources  
• Plan, coordinate, and control mission assignments and use of Virginia Militia |
| ESF #17 – Volunteer and Donations Management | Primary: Emergency Management  
Support: American Red Cross; Virginia VOAD; Adventist Community Services; Virginia Office of Volunteer and Community Service; Virginia Volunteer Center; Virginia Citizen Corps Program | • Assures expeditious delivery of donated goods to affected areas  
• Coordinates response and recovery efforts as related to volunteers, both convergent and pre-assigned |
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