WEST VIRGINIA DIVISION OF HOMELAND SECURITY & EMERGENCY MANAGEMENT



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Bluestone Dam Functional Exercise

PREFACE

The Bluestone Dam Functional Exercise is sponsored by the West Virginia Division of Homeland Security and Emergency Management (WVDHSEM). This Exercise Plan (ExPlan) was produced with input and advice from the Director and staff of the West Virginia Division of Homeland Security and Emergency Management, and follows guidance set forth by the U.S. Department of Homeland Security (DHS) Homeland Security Exercise and Evaluation Program (HSEEP).

The Bluestone Dam Functional Exercise ExPlan provides exercise participants with all the necessary tools for their roles in the exercise. It is tangible evidence of West Virginia's commitment to ensure public safety through collaborative partnerships that will prepare it to respond to a catastrophic event related to the Bluestone Dam and the New River and Kanawha River basin.

The Bluestone Dam Functional Exercise is an unclassified exercise. Control of exercise information is based on public sensitivity regarding the nature of the exercise rather than actual exercise content. Some exercise material is intended for the exclusive use of exercise planners, facilitators, and evaluators, but players may view other materials that are necessary to their performance. All exercise participants may view the ExPlan.

All exercise participants should use appropriate guidelines to ensure proper control of information within their areas of expertise and protect this material in accordance with current jurisdictional directives. Public release of exercise materials to third parties is at the discretion of WVDHSEM.

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- 1. The title of this document is the Bluestone Dam Functional Exercise Plan (ExPlan).
- 2. Information gathered in this ExPlan is designated as For Official Use Only (FOUO) and should be handled as sensitive information that is not to be disclosed. This document should be safeguarded, handled, transmitted, and stored in accordance with appropriate security directives. Reproduction of this document, in whole or in part, without prior approval from WVDHSEM is prohibited.
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- 4. For more information about the exercise, please consult the following points of contact (POCs):

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CHAPTER 1: GENERAL INFORMATION

Introduction

The Bluestone Dam Functional Exercise is designed to establish a learning environment for players to exercise emergency response plans, policies, and procedures as they pertain to a catastrophic event related to the Bluestone Dam and the New River and Kanawha River basin. A Functional Exercise is a complex event that requires detailed planning. To ensure an effective exercise, subject matter experts (SMEs) and local representatives from numerous agencies have taken part in the planning process and will take part in exercise conduct and evaluation.

This Exercise Plan (ExPlan) was produced at the request of the WVDHSEM with input, advice, and assistance from the Bluestone Dam Exercise Planning Team. This exercise is evidence of West Virginia's commitment to ensure public safety through collaborative partnerships that will prepare it to respond to a catastrophic event related to the Bluestone Dam and the New River and Kanawha River basin.

Confidentiality

The Bluestone Dam Functional Exercise is an unclassified exercise. Control of information is based on public sensitivity regarding the nature of the exercise rather than actual exercise content. Some exercise material is intended for the exclusive use of exercise planners, controllers, and evaluators, but players may view other materials that are deemed necessary to their performance. All exercise participants may view this ExPlan. The Controller and Evaluator (C/E) Handbook is a restricted document that is intended for controllers and evaluators only.

All exercise participants should use appropriate guidelines to ensure proper control of information within their areas of expertise and protect this material in accordance with current WVDHSEM directives.

Public release of exercise materials to third parties is at the discretion of WVDHSEM and the Bluestone Exercise Planning Team.

Purpose

The purpose of this exercise is to evaluate player actions against current response plans and capabilities for a catastrophic event related to the Bluestone Dam and the New River and Kanawha River basin.

Target Capabilities

The National Planning Scenarios and establishment of the National Preparedness Priorities have steered the focus of homeland security toward a capabilities-based planning approach. Capabilities-based planning focuses on planning under uncertainty because the next danger or disaster can never be forecast with complete accuracy. Therefore, capabilities-based planning takes an all-hazards approach to planning and preparation that builds capabilities that can be applied to a wide variety of incidents. States and urban areas use capabilities-based planning to identify a baseline assessment of their homeland security efforts by comparing their current

Homeland Security Exercise and Evaluation Program (HSEEP)Exercise PlanBluestone Dam
Functional Exercise(ExPlan)Functional Exercise

capabilities against the Target Capabilities List (TCL) and the critical tasks of the Universal Task List (UTL). This approach identifies gaps in current capabilities and focuses efforts on identifying and developing priority capabilities and tasks for the jurisdiction. These priority capabilities are articulated in the jurisdiction's homeland security strategy and Multiyear Training and Exercise Plan, of which this exercise is a component.

The capabilities listed here have been selected from the Target Capabilities List as relevant to a response to a flood in the New River and Kanawha River basin related to a potential Bluestone Dam failure. These capabilities provide the foundation for development of the exercise design objectives and scenario. The purpose of this exercise is to measure and validate performance of these capabilities and their associated critical tasks. The selected target capabilities are:

- Emergency Operations Center Management
- Citizen Evacuation and Shelter-In-Place
- Mass Care (Sheltering, Feeding, and Related Services)

Exercise Objectives

Exercise design objectives focus on improving understanding of a response concept, identifying opportunities or problems, and achieving a change in attitude. This exercise will focus on the following design objectives selected by the Exercise Planning Team:

- 1. EOC Management. Demonstrate the capability to provide multi-agency coordination (MAC) for incident management by operating an EOC for a short-notice event. EOC management will include staffing, management, direction, control, and coordination of response activities; coordination of efforts among neighboring governments at each level and among local, regional, State, and Federal EOCs; coordination of public information and warning; and maintenance of the information and communication necessary for coordinating response activities.
- 2. Evacuation. Demonstrate the ability to execute the policies, plans, and procedures related to citizen evacuation and the capability to prepare for, ensure communication of, and execute the organized and managed evacuation of the at-risk population and companion animals to areas of safe refuge in response an incident affecting the Bluestone Dam.
- **3.** Mass Care. Demonstrate the ability to execute the policies, plans, and procedures related to providing mass care services, to include sheltering, feeding, caring for special needs populations, and providing for companion animals in response an incident affecting the Bluestone Dam.

CHAPTER 2: EXERCISE LOGISTICS

Exercise Summary

General

The Bluestone Dam Functional Exercise is designed to establish a learning environment for players to exercise their plans and procedures for responding to a catastrophic event related to the Bluestone Dam and the New River and Kanawha River basin. The Bluestone Dam Functional Exercise will be conducted on June 16, 2012, beginning at 0800 hours. Exercise play is scheduled for eight hours. A Hot Wash will be conducted at each exercise site upon conclusion of exercise play or End of Exercise (EndEx) with exercise participants. An After Action Report (AAR) Conference is tentatively scheduled for July 11, 2012, for senior exercise participants/agency representatives from all agencies.

Assumptions

Assumptions constitute the implied factual foundation for the exercise and are assumed to be present before the exercise starts. The following general assumptions apply to this exercise:

- The exercise will be conducted in a no-fault learning environment wherein systems and processes, not individuals, will be evaluated.
- Exercise simulation will be realistic and plausible and will contain sufficient detail from which players can respond.
- Exercise players will react to information and situations as they are presented, in the same manner as if the simulated incident were real.

Constructs and Constraints

Constructs are exercise devices that are designed to enhance or improve exercise realism. Constraints are exercise limitations that may detract from exercise realism. Constraints may be the inadvertent result of a faulty construct, or they may pertain to financial and staffing issues. Although there are constructs and constraints (also known as exercise artificialities) for any exercise, the Exercise Planning Team recognizes and accepts the following as necessary:

- Exercise communication and coordination will be limited to exercise participants and the Simulation Cell (SimCell).
- Only communication methods listed in the Communications Directory will be available for players to use during the exercise.
- Participating agencies may need to balance exercise play with real-world emergencies. Real-world emergencies will take priority.

Exercise Participants

The term *participant* encompasses many groups of people, not just those playing in the exercise. Groups of participants involved in the exercise are as follows:

Exercise Plan (ExPlan)

- **Players.** Players are agency personnel who have an active role in responding to the simulated emergency and perform their regular roles and responsibilities during the exercise. Players initiate actions that will respond to and mitigate the simulated emergency.
- **Controllers.** Controllers set up and operate the exercise site, plan and manage exercise play, and act in the roles of response individuals and agencies that are not playing in the exercise. Controllers direct the pace of exercise play; they routinely include members of the Exercise Planning Team. They provide key data to players and may prompt or initiate certain player actions to ensure exercise continuity.
- Simulators. Simulators are control staff personnel who role play nonparticipating organizations or individuals. They most often operate out of the Simulation Cell (SimCell), but they may occasionally have face-to-face contact with players. Simulators function semi-independently under the supervision of SimCell controllers, enacting roles (e.g., local community officials) in accordance with instructions provided in the Master Scenario Events List (MSEL). All simulators are ultimately accountable to the Exercise Director and Senior Controller.
- **Evaluators.** Evaluators evaluate and provide feedback on a designated functional area of the exercise. They are chosen on the basis of their expertise in the functional area(s) they have been assigned to review during the exercise and their familiarity with local emergency response procedures. Evaluators assess and document participants' performance against established emergency plans and exercise evaluation criteria, in accordance with Homeland Security Exercise and Evaluation Program (HSEEP) standards. They typically are chosen from planning committee members or agencies or organizations that are not participating in the exercise.
- **Observers.** Observers visit or view selected segments of the exercise. Observers do not play in the exercise, nor do they perform any control or evaluation functions. Observers view the exercise from a designated observation area and must remain within the observation area during the exercise. VIPs are also observers, but they frequently are grouped separately. A dedicated group of exercise controllers will be assigned to manage these groups.
- **Media Personnel.** Some media personnel may be present as observers, pending approval by WVDHSEM. Media interaction also may be simulated by the SimCell to enhance realism and meet related exercise objectives. A dedicated group of exercise controllers will be assigned to manage these groups.

Exercise Tools

Controller and Evaluator (C/E) Handbook

The *Bluestone Dam Functional Exercise C/E Handbook* is designed to help exercise controllers and evaluators conduct and evaluate an effective exercise. The handbook also enables controllers and evaluators to understand their roles and responsibilities in exercise execution and evaluation.

Exercise Plan (ExPlan)

Bluestone Dam Functional Exercise

If a player, observer, or media representative finds an unattended handbook, he or she should give it to the nearest controller or evaluator.

Master Scenario Events List (MSEL)

The MSEL outlines benchmarks and injects that drive exercise play. It also details realistic input to exercise players, as well as information expected to emanate from simulated organizations (i.e., nonparticipating organizations, agencies, and individuals who usually would respond to the situation). An inject includes several items of information, such as inject time, intended recipient, responsible controller, inject type, a short description of the event, and the expected player action.

Exercise Implementation

Exercise Play

The exercise play will begin at 0800 hours, with a situation update (Warm Start Brief) for the participants. The first exercise injects will be initiated at approximately 0900 hours. Play will proceed according to events outlined in the MSEL, and in accordance with established plans and procedures. The exercise will conclude after completion of operations and attainment of exercise objectives, as determined by the Exercise Director. The exercise is expected to end (EndEx) at 1600 hours.

Exercise Rules

The following general rules govern exercise play:

- Real-world emergency actions take priority over exercise actions.
- Exercise participants will comply with real-world response procedures, unless otherwise directed by the control staff.
- All communications (e.g., written, radio, telephone) during the exercise will begin and end with the statement **"This is an exercise."**
- Exercise participants who place telephone calls or initiate radio communication with the SimCell must identify the organization, agency, office, or individual with whom they wish to speak.

Safety Requirements

General

Exercise participant safety takes priority over exercise events. Although the participants involved in the Bluestone Dam Functional Exercise come from various response agencies, they share the basic responsibility for ensuring a safe environment for all personnel involved in the exercise. The following general requirements apply to the exercise:

• All controllers, evaluators, and exercise staff members will serve as safety observers while exercise activities are underway.

Exercise Plan (ExPlan)

- Participants will be responsible for their own and each other's safety during the exercise. All persons associated with the exercise must stop play if, in their opinion, a real safety problem exists. After the problem is corrected, exercise play can be resumed.
- All organizations will comply with their respective environmental, health, and safety plans and procedures, as well as appropriate Federal, State, and local environmental health and safety regulations.

Exercise Setup

Exercise setup involves prestaging and dispersal of exercise materials, including registration materials, documentation, signage, and other equipment as appropriate.

Site Access

Observer Coordination

Each organization with observers will establish access to their respective EOC. Observers will be escorted to an observation area for orientation and conduct of the exercise. All observers must remain within the designated observation area during the exercise. WVDHSEM representatives and/or the observer controller will be present to explain the exercise program and answer questions for observers during the exercise.

Communications Plan

Exercise Start, Suspension, and Termination Instructions

The exercise is scheduled to run for eight hours. From the SimCell, the Exercise Director will announce the start of the exercise and exercise suspension or termination through the controller communications network.

All spoken and written communications will start and end with the statement "THIS IS AN EXERCISE."

Player Communications

Players will use routine, in-place agency communication systems. Additional communication assets may be made available as the exercise progresses. The need to maintain capability for a real-world response may preclude the use of certain communication channels or systems that usually would be available for an actual emergency. In no instance will exercise communications interfere with real-world emergency communications.

The primary means of communication among the SimCell, controllers, and venues will be telephone and email designated in the Bluestone Dam Functional Exercise Communications Directory. A list of key telephone numbers and email addresses will be available as a Communications Directory before the exercise starts.

Exercise Plan (ExPlan)

Communications Exercise (COMMEX)

On June 14, the SimCell will conduct a COMMEX with all interfacing communication means to ensure redundancy and uninterrupted flow of control information.

Player Briefing (Warm Start Briefing)

A Warm Start Briefing will be conducted at 0800 hours by Video Teleconference (VTC) / Webinar / or by the senior Controller/Evaluator for all exercise sites. Controllers may be required to read specific scenario details to participants to begin exercise play. They may also have technical handouts or other materials to give to players to better orient them to the exercise environment.

Public Affairs

This exercise enables players to demonstrate increased readiness to deal with a catastrophic event related to the Bluestone Dam and the New River and Kanawha River basin. Any public safety exercise may be a newsworthy event. Special attention must be given to the needs of media representatives, allowing them to get as complete and accurate a story as possible; however, their activities must not compromise exercise realism, safety, or objectives.

WVDHSEM and participating agencies are responsible for disseminating public information before the Bluestone Dam Functional Exercise. WVDHSEM will coordinate this function.

CHAPTER 3: PLAYER INFORMATION AND GUIDANCE

Exercise Staff

Exercise Director

The Exercise Director has overall responsibility for planning, coordinating, and overseeing all exercise functions. The Exercise Director also manages exercise activities and maintains close dialogue with the Senior Controller about the status of play and achievement of exercise objectives.

Senior Controller

The Senior Controller is responsible for overall organization of the exercise and takes direction from the Exercise Director. The Senior Controller monitors exercise progress and coordinates decisions regarding deviations or significant changes to the scenario caused by unexpected developments during play. The Senior Controller monitors actions by individual controllers and ensures that they implement all designated and modified actions at the appropriate time. The Senior Controller debriefs controllers and evaluators after the exercise and oversees setup and takedown of the exercise.

Safety Controller

The Safety Controller is responsible for monitoring exercise safety during setup, conduct, and cleanup of the exercise. All exercise participants will assist the Safety Controller by reporting any safety concerns.

Controllers

Individual controllers issue exercise materials to players as required, monitor the exercise timeline, and monitor the safety of all exercise participants. Controllers also provide injects to players, as described in the MSEL. Specific controller responsibilities are addressed in the C/E Handbook.

Evaluators

Evaluators work as a team with controllers. Evaluators are SMEs who record events that take place in their assigned location and submit documentation for review and inclusion in the After Action Report (AAR). Evaluators should not have any direct interaction with players. Specific evaluator responsibilities are addressed in the C/E Handbook.

Player Instructions

Before the Exercise

- Review appropriate emergency plans, procedures, and exercise support documents.
- Be at the appropriate exercise site at least 1 hour before the exercise starts.
- Sign in when you arrive.

Exercise Plan (ExPlan)

- If you gain knowledge of the scenario before the exercise, notify a controller so that appropriate actions can be taken to ensure a valid evaluation.
- Read your Player Handbook which includes information on the exercise scenario and exercise safety.

During the Exercise

- Respond to exercise events and information as if the emergency were real, unless otherwise directed by an exercise controller.
- Controllers will give you only information they are specifically directed to disseminate. You are expected to obtain other necessary information through existing emergency information channels.
- Do not engage in personal conversations with controllers, evaluators, observers, or media personnel. If you are asked an exercise-related question, give a short, concise answer. If you are busy and cannot immediately respond, indicate that, but report back with an answer as soon as possible.
- If you do not understand the scope of the exercise, or if you are uncertain about an organization's or agency's participation in an exercise, ask a controller.
- Parts of the scenario may seem implausible. Recognize that the exercise has objectives to satisfy and may require incorporation of unrealistic aspects. Every effort has been made by the exercise's trusted agents to balance realism with safety and to create an effective learning and evaluation environment.
- All exercise communications will begin and end with the statement "**This is an exercise.**" This precaution is taken so that anyone who overhears the conversation will not mistake exercise play for a real-world emergency.
- When you communicate with the SimCell, identify the organization, agency, office, or individual with whom you wish to speak.
- Speak when you take an action. This procedure will ensure that evaluators are aware of critical actions as they occur.
- Maintain a log of your activities. Many times, this log may include documentation of activities that were missed by a controller or evaluator.

After the Exercise

- Participate in the Hot Wash with controllers and evaluators upon exercise conclusion.
- Complete the Participant Feedback Form. This form allows you to comment candidly on emergency response activities and exercise effectiveness. Provide the completed form to a controller or evaluator.
- Provide any notes or materials generated from the exercise to your controller or evaluator for review and inclusion in the AAR.

Bluestone Dam Functional Exercise

Simulation Guidelines

Because the Bluestone Dam Functional Exercise is of limited duration and scope, the physical description of what would fully occur at the incident sites and surrounding areas will be relayed to players by simulators or controllers.

CHAPTER 4: EVALUATION AND POSTEXERCISE ACTIVITIES

Exercise Documentation

The goal of the Bluestone Dam Functional Exercise is to comprehensively exercise and evaluate the participating agencies' plans and capabilities as they pertain to a catastrophic event related to the Bluestone Dam and the New River and Kanawha River basin. After the exercise, data collected by controllers, evaluators, SimCell personnel, and players will be used to identify strengths and areas for improvement in the context of the exercise objectives.

Exercise Evaluation Guides (EEGs)

The DHS has developed Exercise Evaluation Guides (EEGs) that identify expected activities for evaluation, provide consistency across exercises, and link individual tasks to disciplines and expected outcomes.

The EEGs selected by the Exercise Planning Team are contained in the evaluator materials packet, along with the C/E Handbook and Player's Handbook. These EEGs have been modified to meet the exercise objectives and activities, and best describe what is expected to be observed during the exercise. The EEGs will guide evaluation to match the exercise objectives.

Hot Wash

Immediately after completion of exercise play, controllers will facilitate a Hot Wash with players at each exercise location. The Hot Wash is an opportunity for players to express their opinions about the exercise and their own performance. At this time, evaluators can seek clarification regarding certain actions and what prompted players to take them. The Hot Wash should not last more than 1 hour. Evaluators should take notes during the Hot Wash and include these observations in their analysis.

Controller and Evaluator Debriefing

Controllers, evaluators, and selected exercise participants will attend a facilitated Controller and Evaluator Debriefing at 1700 hours on 16 June. During this debriefing, these individuals will discuss their observations of the exercise in an open environment to clarify actions taken during the exercise. Evaluators should take this opportunity to complete their EEGs for submission to the Lead Evaluator and begin the analysis process outlining issues to be included in the AAR.

After Action Report (AAR)

The AAR is the culmination of the Bluestone Dam Functional Exercise. It is a written report that outlines strengths and areas for improvement identified during the exercise. The AAR will include the timeline, executive summary, scenario description, mission outcomes, and capability analysis. The AAR will be drafted by a core group of individuals from the Exercise Planning Team.

After Action Conference and Improvement Plan (IP)

The improvement process represents the comprehensive, continuing preparedness effort of which the Bluestone Dam Functional Exercise is a part. Lessons learned and recommendations from the AAR will be incorporated into an Improvement Plan (IP).

After Action Conference

The After Action Conference is a forum for jurisdiction officials to hear the results of the evaluation analysis, validate findings and recommendations in the draft AAR, and begin development of the IP.

Improvement Plan (IP)

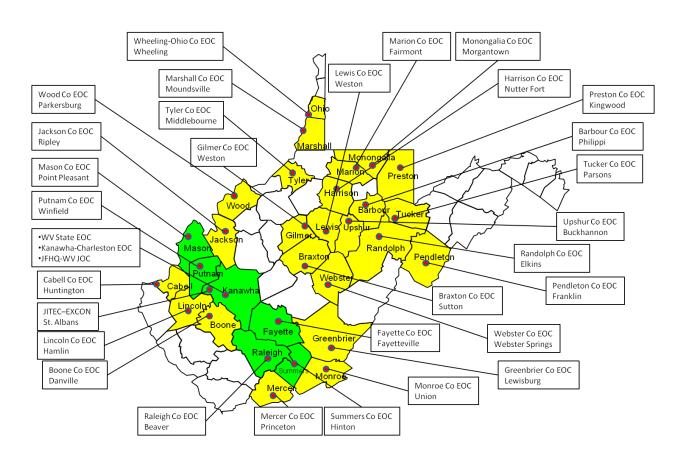
The IP identifies how recommendations will be addressed, including what actions will be taken, who is responsible, and the timeline for completion. It is created by key stakeholders from the Bluestone Dam Functional Exercise participating agencies during the After Action Conference. The After Action Conference will be held at the St. Albans Armory on 11 July, 2012, beginning at 0900 hours. Additional sites will be coordinated for participation by VTC / Webinar.

Bluestone Dam Functional Exercise

APPENDIX A: EXERCISE SCHEDULE

Time	Personnel	Activity	
June 14, 2012			
1200 to 1600	Controller/Evaluators, Simulators	Controller/Evaluator, SimCell Training / COMMEX	
June 15, 2012			
0800 to 1100	Controller/Evaluators, Simulators	Controller/Evaluator, SimCell Training	
1200 to 1600	Exercise Control, Simulators	SimCell Training	
1200 to 1600	Controller/Evaluators	Travel to Exercise Sites	
June 16, 2012			
0700	Controllers, Evaluators and exercise staff members	Check-in, Exercise site setup, Communications check	
0730	Participants	Registration	
0800	Participants	Participant Briefing / Warm Start Briefing	
0900	All	Start of Exercise (StartEx)	
1600	All	End of Exercise (EndEx)	
1600 to 1700	Participants, controllers, and evaluators	Hot Wash	
1700 to 1800	Controllers, Evaluators, and Exercise Planning Team members	Controller and Evaluator Debriefing	
July 11, 2012			
0900	Senior Exercise Participants / Agency Representatives	AAR Conference	
July 15, 2012			
N/A	WVDHSEM	Publish After Action Report / Improvement Plan	

Bluestone Dam Functional Exercise



APPENDIX B: EXERCISE LOCATIONS

- St. Albans JITEC EXCON
- Charleston WV State EOC
- Charleston Kanawha-Charleston EOC
- Charleston JFHQ-WV JOC
- Huntington Cabell Co EOC
- Danville Boone Co EOC
- Winfield Putnam Co EOC
- Point Pleasant Mason Co EOC
- Parkersburg Wood Co EOC
- Moundsville Marshall Co EOC
- Wheeling Wheeling-Ohio Co EOC
- Fayetteville Fayette Co EOC
- Princeton Mercer Co EOC
- Hinton Summers Co EOC
- Ripley Jackson Co EOC
- Hamlin Lincoln Co EOC

- Fairmont Marion Co EOC
- Morgantown Monongalia Co EOC
- Nutter Fort Harrison Co EOC
- Philippi Barbour Co EOC
- Parsons Tucker Co EOC
- Buckhannon Upshur Co EOC
- Franklin Pendleton Co EOC
- Sutton Braxton Co EOC
- Webster Springs Webster Co EOC
- Lewisburg Greenbrier Co EOC
- Weston Lewis Co EOC
- Glenville Gilmer Co EOC
- Union Monroe Co EOC
- Middlebourne Tyler Co EOC
- Elkins Randolph Co EOC
- Beaver Raleigh Co EOC
- Kingwood Preston Co EOC

Appendix C: *Participating Agencies and Organizations

Participating Agencies and Organizations			
Kanawha Co EMA			
Kanawha Co EMS			
Kanawha Co Sheriff Office			
Local Law Enforcement			
Kanawha Valley Regional Transportation Authority			
Kanawha-Charleston Health Dept			
City of Charleston			
Putnam Co OES			
Putnam Co Health Dept			
Fayette Co OES			
Mason Co EMA			
Raleigh Co OES			
Summers Co EOS			
WV Dept Agriculture			
WV Dept Health & Human Resources Threat Preparedness Office			
WV Dept Health & Human Resources Threat Preparedness Office WV Office Chief Medical Examiner			
DuPont Chemical Company			
Dow Chemical Company			
Greenbrier HSEM			
Harrison Co OEM			
Barbour CO OEM			
Wood Co OEM			
Tucker Co OEM			
Cabell Co OEM			
Tri-State Transit Authority			
Cabell-Huntington Health Dept			
Marion Co HSEM			
Marshall Co OEM			
Wheeling – Ohio Co HSEMA			
Putnam Co Health Dept			
Upshur Co OEM			
Webster Co OES			
Braxton Co OES			
Boone Co EMA			
Gilmer Co OES			
Monroe Co OES			
Mercer Co OES			
Randolph Co OES			
Jackson Co OES			
Preston Co OES			
Lewis Co OES			
Monongalia HSEMA & MECCA 9-1-1			
Pendleton Co OEM			
Tyler Co OES			
Lincoln Co OES			
American Red Cross			
Joint Forces Headquarters – WVNG			
ARNORTH FEMA Region III Defense Coordinating Element			
National Weather Service Charleston			

* As of 1 June 2012. List of Participating Agencies may not be all inclusive.