Emergency Management

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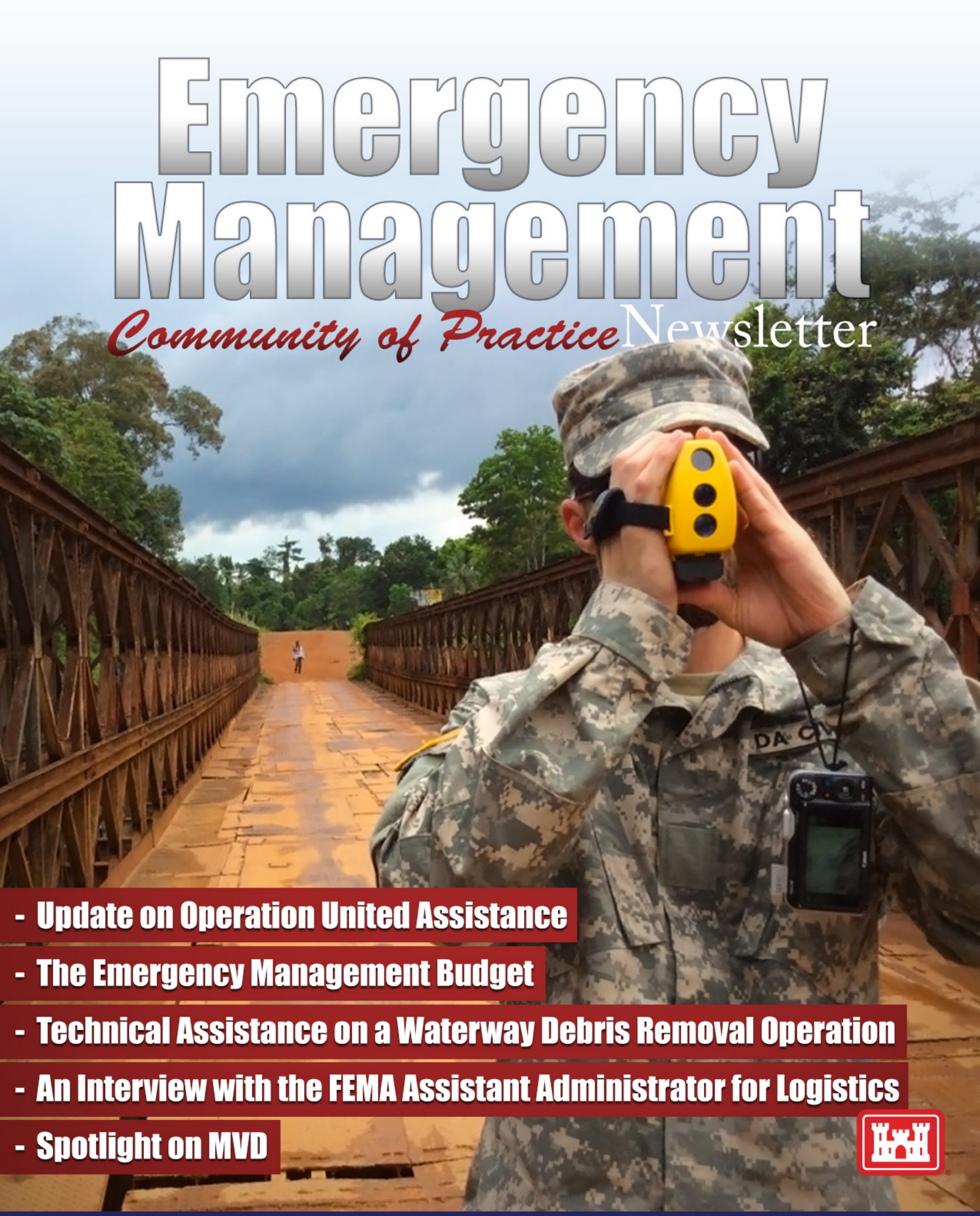

- Update on Operation United Assistance
- The Emergency Management Budget
- Technical Assistance on a Waterway Debris Removal Operation
- An Interview with the FEMA Assistant Administrator for Logistics
- Spotlight on MVD

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BUILDING STRONG®

Emergency Management Community of Practice Newsletter

US Army Corps of Engineers

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KD-A Sends

By Karen Durham-Aguilera, P.E., SES, USACE Director of Contingency Operations and Office of Homeland Security

Greetings all and welcome to the New Year! I hope your families and loved ones had a safe, happy, healthy and relaxing holiday season. As we are in the second quarter of FY15, I'd like for us to reflect on the past few years and then contemplate where we want to be both personally and professionally, and in the future of Emergency Management and all-hazard Contingency Operations.

Fortunately, in the past year we have not experienced any major disaster event of the magnitude of Super Storm Sandy. Still, we have been fully engaged in planning, training and response to various local and regional disaster events for which USACE provided its full spectrum of operations, using our own authorities and/or in support of the National Response and the National Disaster Recovery Frameworks. These events, such as the Washington State mud slides and the Colorado floods, were all handled superbly by our team of experts.

Simultaneously, we continue to provide expert services to all stakeholders as we review some of our assessment processes and eligibility criteria in the PL 84-99 rehabilitation program. Through our Field Force Engineering (FFE) Program, we employed robust engineering expertise for the Combatant Commands during exercises, in-theater support, and crisis response events such as the Ebola virus disease (EVD) outbreak. We're experiencing significant District and Division engagement in the Emergency Management Accreditation Program (EMAP). Our ESF #3 cadre members embedded in FEMA's National IMATs are supporting the efforts for unaccompanied children and in emergency planning for a potential containment of EVD (if ever needed).

Our EMs continue to enhance their technical competencies, and strive on becoming better prepared flood risk managers. We note reinvigorated efforts in all-hazards planning with other Federal agencies and States for some of the most catastrophic scenarios, such as the Southern California Earthquake, Cascadia Earthquake, hurricane scenarios, and weapons of mass destruction events. Meanwhile, our Critical Infrastructure Protection and Resilience (CIPR), Physical Security, and Anti-terrorism Programs continue to make great strides towards enhancing the security of our Civil Works infrastructure and protection of our workforce and key assets. This has been truly a time well used to capitalize on program and plan improvements – well done everyone, well done!

At the HQUSACE, we have new senior leadership. Welcome Ms. Susan Turek as my Deputy for Contingency Operations and Homeland Security. Susan comes to us with great depth and breadth of experience in contingency operations, including serving deployments in Iraq and Afghanistan. We look forward to leveraging her vast experience, leadership skills and practical knowledge as we steadfastly continue to evolve into the next generation of emergency life-cycle risk management.

Notice that I mentioned "emergency life-cycle risk management," and not simply "response and recovery." We continue transitioning towards a comprehensive risk approach defined by an emergency and flood risk management (EM/FRM) life-cycle model that effectively incorporates preparedness and training, response, recovery, and mitigation. As emergency and flood risk managers, when we implement any of these elements we are conducting life-cycle risk management. Some of these actions may include hazard identification, risk assessments, exercises and training, and development of mitigation plans. We continue to move along our path from "Good to Great" as we enhance our skills in EM/FRM life-cycle risk management.

This past December, we conducted a DCO/HS offsite with the objective of developing a Vision Statement and corresponding guiding principles to help us be better aligned across the entire DCO/HS enterprise. As a result of the discussions, an enhanced DCO Vision Statement was defined: "Engineering and integrating solutions to improve national preparedness."

"Our future, leading towards 2025, is outlined in the USACE Campaign Plan and the Civil Works Strategic Plan, and will promote an EM culture with life-cycle risk management at its core."

Our vision statement facilitates a permissive environment in which we drive and adapt our programs, within the authorizing legislation, to meet the dynamic needs of all of our stakeholders. We continue to enhance our programs and processes using lessons learned from our experiences with stakeholders. Our guiding principles, below, focus on how we operate in a mature, professional environment, and enable high-performance during both steady-state and disaster emergency operations:

- *Anticipate and identify* the "so what."
- *Achieve excellence* in steady state operations.
- *Know* the history *before* you launch.
- It is *okay* not to know the answer – always *keep learning!*
- Who else needs to know? – *Communicate*.
- Recognize and embrace change; *focus on solutions*.

- Be *selfless* to *serve* the team and the mission – no job is too small.
- Celebrate the team; recognize outstanding performance.
- *Make decisions* important to your organization, but *not at the expense* of the enterprise.
- *Educating* our partners and ourselves is a continual process.
- *Celebrate the team*; recognize outstanding performance!

Earlier I mentioned our transition from "Good to Great." Readiness XXI designed our world-class response and immediate recovery capacity and our capabilities for civil response, while we simultaneously built the FFE Program and response teams. Today we are right-sizing the numbers of planning and response teams to increase our efficiency and readiness while supporting FEMA's emerging requirements. Readiness XXI not only enhanced our capabilities to effectively support contingency operations, but it also allowed for organizational realignment and adjustments to achieve more efficient synchronization through unity of effort and unity of command. Readiness XXI was institutionalized with the Army permanent order establishing the Readiness Contingency Operations concept in December 2010. Today, we are adjusting the organizations to remain fully relevant to USACE's dynamic needs and provide G3-like services to our commands. Presidential Policy Directive 8 (PPD- 8) expanded the Federal agencies role' under the five national frameworks: Response, Recovery, Mitigation, Protection, and Prevention. Today, we are enhancing our National Disaster Recovery Framework capabilities by identifying a cadre of coordinators and developing online training.

"There was a time when EMs were considered 'break glass,' or only called when an emergency occurred and/ or in a crisis."

Our future, leading towards 2025, is outlined in the USACE Campaign Plan and the Civil Works Strategic Plan, and will promote an EM culture with life-cycle risk management at its core. Ongoing initiatives include: increased number and activity of Silver Jackets revisions to the PL 84-99 levee rehabilitation program, critical infrastructure, dam and levee safety, emergency operations, and training exercises, etc. As part of your professional development, I challenge you to become familiar with the basic principles of risk management. The Army Learning Management System site (ALMS) offers an online training course entitled "Composite Risk Management Basic for Civilians." Please consider this course as beneficial in providing basic risk concepts, identifying hazards, assessing risks, and mitigating risks.

We are fortunate to continue support of professional developmental assignments to HQUSACE. Currently, we enjoy having Stephan Vithalani, USACE Wilmington District, serving a temporary detail assignment backfilling Marc Bergman while Marc in turn serves on the FEMA National Incident Assistance Team East - welcome Stephan! These assignments are not only professionally rewarding to those involved, they also provide value to the HQ team, and assist team members to improve their understanding of strategic and operational level planning. I am confident that more exciting opportunities will become available in the near future - if your situation allows, don't miss out.

To continue with our "Challenge per Newsletter," this edition's challenge highlights the USACE Intelligence and Countermeasures program. On 1 Aug 2014, the USACE G2 completed a realignment of the former Transatlantic Division (TAD) Intelligence Fusion Center (IFC) with the HQUSACE G2, which is now known as the USACE G2 Fusion Center. This merger has increased collaborative intelligence support to the broader USACE organization, providing full-spectrum intelligence support capabilities to all USACE Divisions, Districts, Centers of Expertise, and Laboratories; Combatant Command USACE Liaison Officers (LNOs), and engineer staff. Intelligence is a critical force multiplier that should be integrated into strategic, operational, and tactical-level planning cycles. My challenge to you is to help us discover innovative ways of incorporating intelligence data into your respective Commander's Intent and Mission Guidance principles, enabling better engineering operations/support to your customers. Dr. Ken Fleming (G2), and Craig Massey, are in support as we are utilizing this unique capability across USACE.

"EMs are integral members in flood risk management, contingency team management and readiness, team deployment and employment, the full-cycle remedial action process, critical infrastructure, physical security, and more."

Some final thoughts: USACE has benefitted from formal EM organizations since the authorization of the Flood Control and Coastal Emergency Act (PL 84-99) Act. There was a time when EMs were considered "break glass," or only called when an emergency occurred and/ or in a crisis. Over the last 60 years, we have progressed to full participation, from planning to execution in programs that cut across disciplines in USACE. We have become highly-valued elements to our senior leaders and Commanders. The cross-cutting participation is well-captured in the Emergency Management Accreditation Program (EMAP) self-assessment process. EMs are integral members in flood risk management, contingency team management and readiness, team deployment and employment, the full-cycle remedial action process, critical infrastructure, physical security, and more. We operate in a complex, highly-demanding matrixed environment – and it's truly hard! But it is also very rewarding, and extremely valuable to the public we serve: good stuff!

I look forward to seeing all of you, and meeting with your MSC and District leadership in CSRs, RIT, contingency operations and homeland security events.

As always, keep up the outstanding efforts, continue to be safe at work and at home, and serve as the ultimate professional. Thank you for all you do!

KD-A

Team Eyes Mission's Next Phase as Ebola Treatment Units Completed

By Vince Little, Public Affairs Specialist, NAU

LIBERIA, Africa (Jan. 29, 2015) -- U.S. and international agencies carrying out Operation United Assistance efforts have wrapped up work on the final two of 10 Ebola treatment units in Liberia, a top engineer with the 101st Airborne Division (Air Assault) said Jan. 23.

U.S. Army Corps of Engineers Europe District's Forward Engineer Support Team-Advanced played a part by providing technical expertise to the organizations, military units and humanitarian workers locked in the massive Ebola fight in West Africa.

Lt. Col. Lee Hicks, Joint Force Command-United Assistance engineer for the 101st, said 36th Engineer Brigade and Armed Forces of Liberia engineers had the lead on ETU construction, alongside the primary contractor, Fluor.

An aerial view is shown Jan. 10 of the Ebola treatment unit in Zorzor, Liberia. The facility was among the final two of 10 ETUs completed recently in the West African nation by U.S. and international agencies engaged in Operation United Assistance. (U.S. Army Corps of Engineers courtesy photo)

The USACE team made site visits around the country, delivering technical inspection oversight and solid guidance to the people, units and agencies that made key decisions. It has also been instrumental in the construction of four Army field temporary lab sites.

"The engineering portion of the mission has been very successful, and the Corps has been vitally important to us," Hicks said in a telephone interview. "They helped at the lab sites with environmental assessments, power generation and general engineer-type work. They also helped with some design and material acquisition. Then, the 36th would send their troops out to build the lab."

Maj. Michelle Dittloff, the FEST-A commander, said the first eight ETUs were completed about a week after New Year's Day, around the same time engineers began base closure and consolidation, anticipating a reduced footprint for Operation United Assistance's enduring requirement in Liberia.

The FEST-A continues to support 101st engineers, the JFC and U.S. Agency for International Development -- which heads up the operation -- with project development, life-support and logistics facilities, assessments and assistance, particularly in the areas of quality assurance, inspection and contract supervision.

Dittloff said the FEST has acted as the primary engineering arm for all construction and renovation required to sustain a U.S. military presence that topped 3,000 troops at its peak.

Three months into a deployment that could stretch up to 180 days, the USACE group has performed admirably under difficult conditions, she said.

"They've been fantastic," Dittloff said. "The technical capabilities and expertise they bring round out the capabilities of the 101st very well. Sometimes, I think we're like the fire department. We get called upon when a technical solution is needed quickly. … When things go wrong, they may or may not understand construction issues in a traditional way. It's not something they routinely do, so they need us for nonstandard construction issues."

The FEST-A left Wiesbaden, Germany, for Liberia in October with a 13-member team of military and civilian technical experts, from civil and environmental engineers to real estate and power-generation specialists. It's augmented by personnel from other districts within

USACE and its North Atlantic Division. The team is down to six civilians and four Soldiers, who remain at Barclay Training Center in Monrovia, the Liberian capital, awaiting word on the mission's next stage, Europe District officials said. The Department of Defense is weighing options and expected to make a decision soon on the way ahead.

"Our relationship with the Corps of Engineers has been very, very good," Hicks said. "They had a big part in leasing real estate and securing land we needed for our sustainment brigade. That took a few weeks to iron out, but they were able to get it done."

Dittloff said the FEST-A did a few construction and design reviews for ETUs and managed some specific civil engineering solutions. An electrical engineer was frequently on-site. The team also examined code variations.

"We did a lot of working with the contractor to find safe solutions for appropriate material acquisition," she said. "In the U.S., it's normally very easy to get a hold of materials. It's much more complex to get on short notice in Liberia.
"I think we eased a lot of concerns for the 101st by providing that expert oversight for contract solutions. We're closely integrated with them. There's a validation our team brings to these decisions that's not available organically in a light Infantry division."

Transition of the ninth ETU in Zorzor took place in mid-January. The last one set for activation is in Barclayville. All others are operational, turned over to U.S. and international aid workers or nongovernmental medical staffs.

According to recent World Health Organization estimates, Ebola has infected more than 21,000 people and killed nearly 8,400 in Liberia, Sierra Leone and Guinea -- the West African nations hit hardest by the epidemic. But media reports indicate new cases of the virus are down

Rick Long, right, a civil engineer with Europe District's Forward Engineer Support Team-Advanced, stands alongside Fluor contractor Dan Prekup during runway repairs in December at Roberts International Airport in Monrovia, Liberia. The FEST-A has provided continual assessment of airport maintenance and repairs throughout Operation United Assistance.

dramatically in Liberia.
The Ebola epidemic there will be largely contained by June if medical workers can hospitalize 85 percent of those infected, the Tribune News Service reported earlier this month, citing a new analysis published Jan. 13 by researchers at the University of Georgia's Odom School of Ecology.

"We're seeing one new case of Ebola a day in the entire country," Dittloff said. "While there's still a concern we might see a resurgence, many of the counties have been declared Ebola-free. … All the agencies involved in U.S. aid efforts have been a tremendous help, but most of the credit really goes to Liberia itself for making all the preventive measures well publicized. The country has committed very well and taken this very seriously."

From the outset of Operation United Assistance, the FEST-A conducted reconnaissance and site selection while forging land-use agreements for the Army field temporary lab sites.

Jennifer McCarthy, a New England District environmental scientist, was among team members who visited the Sanniquellie and Fish Town lab sites for an assessment of existing conditions and needs. Maintaining environmental-regulation compliance is an ongoing effort.

"It's important to work with the local communities to find a suitable lab site and then support it with adequate infrastructure," McCarthy said. "From an environmental standpoint, the primary concerns are typically waste management. It is crucial that contaminated medical waste be handled and disposed of safely, and that adequate capacity exists in septic systems for use by lab personnel.

"Much of rural Liberia is densely vegetated with heavy rainfall and high water tables. In our environmental assessment, we look at how this challenging landscape will affect drainage and constructability of new facilities, and we also consider the effects of land clearing, grading and drainage improvements on the local ecosystem."

Having multiple labs in close proximity to areas of potential outbreaks allows samples to be tested quickly and likely helped slow Ebola's spread while speeding up treatment of patients, officials said.

With all force providers now in the operations and maintenance phase, officials have shifted attention to theater-closure planning and realignment.

"We're reducing our footprint right now and reducing unnecessary capacity in U.S. support systems, anticipating a possible drawdown," Dittloff said. "They are centralizing Soldiers into certain areas. We're closing down the seaport in Buchanan, as 101st equipment gets shipped home. Facilities at the National Police Training Center are also being shut down.

"The breakdown of materials for force providers is underway. The FEST workload has increased, as we expect to be critical to the mission adjustment."

The Emergency Management Budget

By Mark Roupas, Senior Policy Advisor and Liaison Officer, former Deputy Chief Office of Homeland Security

With the official release of the President's Budget for fiscal year 2016 (FY2016) on February 2, we can now publically share one of the "good news" stories in the USACE budget. For FY2016, the President's budget funds the Flood Control & Coastal Emergencies (FCCE) account at $34 million. This marks the first increase for the FCCE account in 10 years and represents a 21 percent increase from the amount provided for in the FY2015 budget. This article will provide the emergency management community an overview of the budget development process, discuss the important role divisions and districts play in this process, and highlight some of the complexity and unique aspects of the emergency management business line.

During the public release of the FY2016 budget, Assistant Secretary of the Army for Civil Works, Ms. Jo-Ellen Darcy prefaced her remarks concerning the EM budget by stating the increase reflects the "Corps' contribution to the response and recovery of communities after natural disasters strike, and the inevitability that there will be more; Emergency Management is funded at $38.5 million in FY2016, with $34 million in the FCCE account for preparedness (including salaries) and training to respond to floods, hurricanes, and other natural disasters, and $4.5 million in the O&M (operations and maintenance) account." The latter figure will fund the National Emergency Preparedness Program (NEPP).

As a relative newcomer into the budget arena, I saw the development of the EM business line within the 2016 Civil Works budget as my most important charge and greatest challenge during my detail as Deputy Chief to the Office of Homeland Security. When viewed in comparison to the entire Civil Works budget, the EM program represents less than 1 percent of the total requested amount. To some, such a small amount might appear insignificant and perhaps lead the reader to believe it is not subject to the same degree of scrutiny as the larger business lines. Let me dispel this idea and state the EM program receives the same level of review as all other business lines and in some cases, due to some unique program aspects, receives greater attention.

Before going further, a bit more background is needed to better understand some of the unique program elements contained within the EM business line. The FCCE appropriation is "no-year" funding. Once appropriated, it does not need to be expended by the end of the fiscal year. Many readers are probably aware that O&M, Army accounts must be expended by the end of the fiscal year. Other appropriations have different life cycles: Research, Development, Testing & Evaluation, two years; Procurement, three years; MILCON, five years. Because the FCCE appropriation is no-year funding, what is not expended in one year is carried over into the next fiscal year.

Another unique aspect of the EM business line is that in addition to direct appropriations, in the aftermath of a large disaster, Congress will often pass an emergency supplemental appropriations bill for response and recovery missions.

The current carryover balances in the FCCE account are primarily a result of the funds transferred into the FCCE account to cover expenses as a result of the 2011 Midwest Flood together with Congressional supplemental funding. One additional note on these supplemental appropriations; some of them contain funding for preparedness activities while others are "earmarked" for those areas directly impacted by the disaster and further provide that the funding be expended only on repair and recovery missions. Currently, the EM business line includes six supplemental lines of funding, each with their own specific earmarks and instructions. We are now working to close out the supplemental funding associated with the Hurricane Sandy recovery.

There are two other important components essential to the budget development process: district and division work plans and the current FCCE "spend plan." The spend plan outlines our known rehabilitation projects and preparedness costs for both the current and next FY. Our spend plan assists in the budget planning process by providing a target of how much spending the Corps anticipates will be needed for FCCE rehabilitation projects, together with preparedness expenses. During any given year, the Corps responds to a number of flooding or coastal storm events that do not necessitate Congress' provision of supplemental funding. However, the Corps is responsible to reduce vulnerability to the public, and make the necessary repairs to impacted levees or flood control works prior to the next flood season and this requires expenditures from the EM business line's carryover. We have had sufficient "carryover" to fund these rehabilitation projects for the past

Current carryover balances in the FCCE account are primarily a result of the funds transferred into the FCCE account to cover expenses as a result of the 2011 Midwest Flood together with Congressional supplemental funding. Aerial photo of Minot, N.D., flooded from the Souris River, June 28, 2011. (Photo by Clay Church, U.S. Army Corps of Engineers)

several years. However, our annual budget requests do not provide for a "disaster reserve" nor provide for direct funding for rehabilitation repairs and we have spent down the majority of the carryover. In formulating our budget request, we provided a justification for increased funding based upon the assumption the FY16 budget would mark the transition from being able to supplement FCCE expenses with carryover funding and instead required a more traditional budget request based upon known and projected requirements.

This is where the other component I mentioned, the "work plans," comes into play. The work plans represent the "bottom up" budget submissions from districts and divisions forming the basis of the FCCE portion of the Civil Works Integrated Funding Database (CWIFD) data. FY2016 was the first time CWIFD was used in preparing the budget and it is now an integral part of the Corps budget process. Yes, your input is used! The importance of your submitting accurate and timely data for inclusion into the budget process should be clear. Your information is critical in helping us develop the true costs for our preparedness efforts. Labor, training, preparedness, flood fighting supplies, and inspections all need to be submitted on time and with as much fidelity as can be projected. In support of the FY2017 budget development effort, Carrie Hill will be meeting with each division to review this process, ensure timeliness of budget submittal, and review current budget execution, obligation and expenditure schedules.

"To ensure the Corps is prepared to serve the Nation in times of crisis, the EM business line must find the right balance in funding known preparedness requirements versus unknown response requirements."

Let's review FY2014 as an illustrative example. In FY2014, we expended $42M from the FCCE business line. This represented a 16 percent increase over our normal four-year average expenditure amount ($35M) for emergency preparedness. Meaning this figure represents a 50 percent increase over the $28M amount we were appropriated for FY2014! Had it not been for the carryover funds, we would have not been able to cover our labor expenses, nor the amounts for required training, essential support services, communication systems and equipment contracts, contracts renewals to support missions for roofing, water, debris, power, manning of operations centers, flood-fight equipment and supplies, and inspections of eligible non Federal projects. Essential among these items is our ability to maintain a trained, ready deployable force of civilian personnel that make up our, Planning and Response teams, Crisis Management teams, Crisis Action teams, and staff for manning of Emergency Operations Centers and Regional Response Coordination Centers.

The FCCE funding also ensures we are able to coordinate with other Federal agencies, e.g. Federal Emergency Management Agency in support of

Another unique aspect of the EM business line is that in addition to direct appropriations, in the aftermath of a large disaster, Congress will often approve supplemental appropriations for response and recovery missions. In this photo, Charles Ifft (left), infrastructure assessment mission manager, Jason Villarreal (center), infrastructure assessment specialist, and Doug Weber, infrastructure assessment action officer determine failure modes of structures in Mantoloking, N.J., during a Nov. 26, 2012 infrastructure assessment after Hurricane Sandy. (Photo by Charlie Comer, U.S. Army Corps of Engineers)

the National Response Framework. It includes funds for the USACE's coordination and planning with key local, state, Tribal and Federal stakeholders/partners under the USACEs' statutory authority and Public Law 84-99 for flood fighting. All of our preparedness efforts will be counted upon to support a new Department of Defense initiative, the Defense Partnership for National Preparedness. This is a relatively new initiative, still being developed as part of DoD's strategic plan to support Presidential Policy Directive-8 implementation.

During the budget release, Ms. Darcy also made the following statement, "The Budget enables the Corps to responsibly carry out its important missions, while advancing key Administration initiatives to increase renewable energy production, reduce greenhouse gas impacts, combat invasive species, and increase community resilience in the wake of natural disasters. The Budget continues to reflect the tough choices necessary to put the country on a fiscally sustainable path."

At the beginning of this article, I alluded to the amount of time required to the budget development process. The actual start of the FY2016 budget development process began with Ms. Darcy's guidance letter to the Corps dated December 13, 2013. I mention this to highlight how long the process takes from the issuance of her memo in December 2013 to the announcement of the President's FY2016 budget on February 2, 2015, and to make another important point unique to the emergency management business line.

"In any given year, you are actually working on three budgets. In this case, we are now developing the FY2017 budget, defending the FY2016 budget, and executing the FY2015 budget."

To ensure the Corps is prepared to serve the Nation in times of crisis, the EM business line must find the right balance in funding known preparedness requirements versus unknown response requirements. This is a challenge that will remain in a resourced constrained environment but I believe we were successful in striking this balance in the development of the FY2016 budget.

With the guidance provided by our senior civilian and military leaders at both the Corps and in the Office of the Assistant Secretary of the Army (Civil Works), together with your budget data, we were able to submit to the Office of Management and Budget, a recommendation that meets the needs of the emergency management appropriation while ensuring the "wise use of limited Federal resources."

Finally, there is one adage I learned while working the budget development process. In any given year, you are actually working on three budgets. In this case, we are now developing the FY2017 budget, defending the FY2016 budget, and executing the FY2015 budget. So you can see, there is no time to rest on your laurels, the budget process never stops. Let's get to work!

Providing Technical Assistance on a Waterway Debris Removal Operation

By Bo Ansley, Emergency Management Chief, Mobile District

The torrential rains in the last week of April 2014 wreaked havoc on the coastal riverside communities of south Alabama. A popular tourist destination along the Gulf Coast, Baldwin County's miles of shoreline and massive estuaries absorbed the brunt of the historic floods.

Being no stranger to debris removal operations, the state accepted the responsibility of cleaning the tons of saturated building materials, wrecked pier timbers, countless electrical appliances and all the decades of unsecured driftwood flushed out of the bottom lands. The Federal Emergency Management Agency (FEMA) quickly recognized the environmental sensitivity of the recovery and tagged the U.S. Army Corps of Engineers (USACE) to assist. Together the Federal partners aligned with local shareholders to assure a successful recovery.

The Gulf Coast is accustomed to heavy rain events, typically in the form of tropical storms, with residents having ample time to secure property and move to higher ground. The National Weather Service documented upwards of 26 inches of rainfall within a 36-hour period between 28 April and 30 April 2014, which qualified as a 500-year event. The Fish River gage in Silverhill, Alabama recorded a historic 23.18 inches; more than 20 inches above normal pool level and 16 inchesabove action stage as more than 70 residents were rescued by the local authorities and state marine police.

> **"The wet debris mission was authorized to address atypical circumstances such as how to conduct a debris operation in a large estuary that was purchased with Federal funds to serve as a national estuarine research reserve."**

In addition to residential impacts, several state highway bridges went underwater and multiple county roads were damaged as culverts collapsed and drains erupted with the volume of runoff. On 2 May 2014, a major disaster declaration was made for Alabama and FEMA solicited USACE's input on cleaning the thousands of cubic yards of debris scattered along the coastal waterways.

Relationships forged between the Federal partners contributed to the success of the mission. Pictured from left: Joe Ford (FEMA Operations Section Chief), Sandy Gibson (USACE Biologist/ Debris Specialist) and Sterling Bridges (FEMA Infrastructure Branch Director). (Photos by Lisa Parker, USACE)

In the wake of the flood, USACE – Mobile District was issued two FEMA mission assignments. The first was regional activation, which lasted through the month of May. A technical assistance mission for waterway debris removal was later issued in early September.

The initial survey of the debris encumbered waterways in Baldwin County was conducted through a series of boat surveys, helicopter flyovers, and highway inspections. The applicant, the Alabama Department of Conservation and Natural Resources (ADCNR), identified 642 "potentially eligible" debris targets scattered across 13 square miles of bays and bayous and along 24 linear miles of streams.

The wet debris mission was authorized to address atypical circumstances such as how to conduct a debris operation in a large estuary that was purchased with Federal funds to serve as a national estuarine research reserve. The Reserve and surrounding vicinity within the project area include various habitats for eight Federally listed endangered and or threatened species. The project area also included submerged and emergent aquatic vegetation which is considered Essential Fish Habitat and protected by the Magnuson-Stevens Act. Typical with all debris missions, estimating debris quantities and defining impacts limits was a big challenge for ADCNR.

"The debris was reviewed and inspected in the first couple weeks following the declaration. It was hard to tell what had been here prior to the storm. Our responsibility was to clean up only the debris that was left by the storm," said Joe Ford, FEMA Operation Section Chief.

"We noticed a stronger influence on the engineering aspect of the recovery for

cleaning up the debris, and not as strong as the biological environmental aspects, such as the environment would seem to warrant. We tried to balance that out. One way we did that early on was working with USACE," said Ford.

Tidal influence with fluctuating water levels and tannins impairing clarity compounded problems with identify eligible debris, which ultimately caused delays in contract scoping and regulatory permitting.

"Work started a little slow; there was a little confusion with the contractors on what was eligible and non-eligible debris. Certain areas were not that deep, and for fear of disturbing the habitat, those areas were left untouched," said Janice E. Simons, FEMA Public Assistance Project Specialist.

Debris removal operations finally kicked off in early September. In spite of challenges getting the operation up and running, the Mobile District team contributed to the overall success of the mission. Being local to the area, the USACE team had a familiarity with the project and had maintained pre-event relationships with many of the Federal partners, the applicant and contractors.

Mobile District's robust debris Planning and Response Team proved their diverse collection of career disciplines was more than adequately suited for technical assistance in a waterway debris removal operation. The USACE team efficiently blended with the multi-agency debris taskforce and streamlined coordination to get the operation underway. With USACE guidance, the taskforce adapted the geographic sectoring concept for the impacted work area, which allowed the establishment of a scalable response making the work more manageable.

"As the lead Federal Agency, FEMA's early coordination with other Federal, State and Local authorities were essential in the overall success of this wet debris mission. Our primary concern was protecting and safeguarding the waterways for the residents, recreational boaters, fishermen and the ever-present endangered and protected species. The wet debris mission was completed on Oct. 15, 2014, with approximately 4,091 cubic yards of material removed from one of the largest and most complicated and complex water estuaries in the United States," stated Ford.

Debris removal barges unload at day's end via at the Fish River extraction point. Debris is segregated and trucked to approved disposal sites. (Photos by Lisa Parker, USACE)

A marine debris removal crew picks saturated building materials from Magnolia River. Flood-generated debris, which posed a threat to health and safety, was considered eligible by FEMA. (Photos by Lisa Parker, USACE)

We know no two debris removal operations are alike. With each mission comes a unique challenge, but having responders with the right skill sets aligns us for success.

The 2014 spring flood event in Alabama certainly created a demanding environment with potential impacts of critical habitat, debatable debris eligibility requirements, and other challenges. By leveraging the expertise of USACE, FEMA was able to execute the mission requirements, avoid additional delays and reduce fraud.

The Mobile District team is stronger from the experience and committed to share the lessons learned with peers while continuing to build on the relationships with our Federal partners.

Mobile District Public Affairs Officer Lisa Parker contributed to this article.

PL 84-99 Program Updates

Employees from around the U.S. Army Corps of Engineers participate in Emergency Management PL 84-99 training April 30-May 3, 2013. (Photo by Diana McCoy, US Army Corps of Engineers)

The Water Resources Reform and Development Act of 2014

The Water Resources Reform and Development Act of 2014 (PL 113-121) was signed into law on 10 June 2014. Section 3029 makes two separate amendments to the language of PL 84-99 concerning the rehabilitation of flood risk management projects and the restoration of Coastal Storm Damage Reduction projects. An implementation policy has been developed, briefed to, and approved by the DCO/HS. The policy should soon be briefed to the ASA(CW). Once approved, this policy will be provided to you as quickly as possible.

33 CFR Part 203 / ER 500-1-1 Revisions

The Project Delivery Team that is revising ER 500-1-1 and 33 CFR Part 203 has achieved a significant milestone. The Advance Notice of Public Rulemaking concerning the revision of 33 CFR Part 203 was published in the Federal Register on 13 February 2015. Two webinars to prepare the field for this publication were held on 4 February, with well over 150 participants from across the Corps and from many different disciplines. A 60-day public comment period is underway which will provide the PDT with comments, concerns, and issues of our many stakeholders of the PL 84-99 Program to guide and assist the PDT in crafting the Proposed Rule.

PL 84-99 PROSPECT Courses

Notification has gone out to students that will be attending this year's courses in Tulsa and Seattle. The instructor team hopes to build on last year's successes through several improvements to the course, including additional Distance Learning modules for students to take before arrival at the resident course and using the RSC's Simsuite for the exercise blocks. As a reminder, EM personnel are supposed to attend the course at least once every four years. Four courses are being planned for FY16. Division PL 84-99 PMs are canvassing their districts for potential locations. Portland, with NWD as the host, will likely be one of the locations.

2015 Spring Flood Assessment

Guidance regarding this year's Spring Flood Assessment has been provided to the field. The assessment is scheduled for briefing to DCG CEO MG Peabody on 30 March.

FY15 PL 84-99 PROSPECT Courses

April 21-24: Tulsa, Oklahoma
May 12-15: Seattle, Washington
July 13-16: Advanced Course BETA (tentative)*
RSC, Mobile, Alabama
Sept. 14-17: Advanced Course BETA (tentative)*
RSC, Mobile, Alabama
*Dates subject to change

Power SME Trains 249th Soldiers

By Dave Bishop, Temporary Emergency Power Subject Matter Expert, LRD

Carey Vann instructs the 249th Engineer Batallion, Bravo Company, on the NRF Program and Temporary Emergency Power mission updates.

Temporary Emergency Power Subject Matter Expert Carey Vann, Savannah District, recently conducted a two-day training session on the Temporary Emergency Power Program at the request of the 249th Engineer Battalion, Bravo Company at Ft. Bragg NC.

Some of the many topics Mr. Vann presented included the Stafford Act, the National Response Framework, the All Hazards OPORD, Pre-scripted Mission Assignments, power configuration packages, Task Force Temporary Emergency Power and "scalable response," and mission execution roles and responsibilities. New technology was also covered, including the Emergency Power Facility Assessment Tool, Emergency Power Common Operating Picture, Emergency Power Readiness Assessment Model and the Emergency Power and HQ Emergency Management Sharepoint sites.

There was excellent participation by the Prime Power soldiers in Bravo Co. Feedback received from the class and the NCOIC indicated that they are better prepared to execute a power mission and that the training exceeded their expectations.

Following the training session, Mr. Vann received a Commanders Coin and thanks from the Bravo Company Commander, Captain David Servideo. The session was held January 21-22.

New Technology Covered in Training

- Emergency Power Facility Assessment Tool (EPFAT)
- Emergency Power Common Operating Picture (EPCOP)
- Emergency Power Readiness Assessment Model (EPRAM)
- Emergency Power SharePoint Site

Temporary Housing Mission Updates

By Chris Klein, Temporary Housing Subject Matter Expert, SAD

IA-TAC to be Discontinued

FEMA has maintained a contract for all aspects of Temporary Housing execution since 2006. The contract is named Individual Assistance Technical Assistance Contract (IA-TAC) maintained and executed by FEMA's Individual Assistance Division (IA). USACE has furnished Engineering Technical Assistance to the IA-TAC over the years when requested. IA-TAC will soon come to an end as the lead for the mission is transferred within FEMA from IA to FEMA Logistics (LOG).

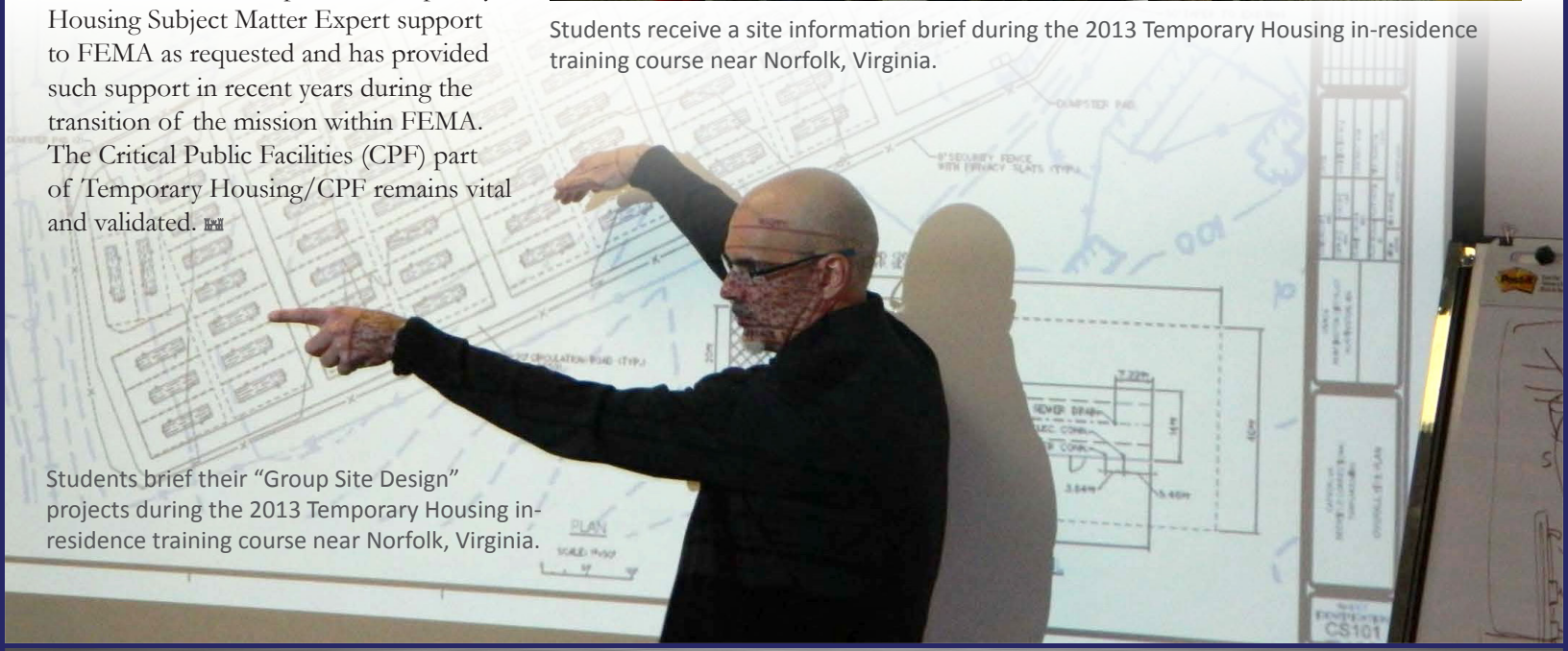
Temporary Housing/Critical Public Facilities SMEs and students visit potential future sites during the 2013 Temporary Housing in-residence training course near Norfolk, Virginia.

USACE Moves to COR Support

The USACE Temporary Housing Mission has been expanded to include another area of support our customer. FEMA LOG has requested that USACE again grant assistance by training 10 Contracting Officer representatives (CORs) to be ready in the event that a Temporary Housing Mission is to be executed.

The 10 CORs have been identified, trained and are now Department of Homeland Security COR Certified. USACE continues to provide Temporary Housing Subject Matter Expert support to FEMA as requested and has provided such support in recent years during the transition of the mission within FEMA. The Critical Public Facilities (CPF) part of Temporary Housing/CPF remains vital and validated.

Students receive a site information brief during the 2013 Temporary Housing in-residence training course near Norfolk, Virginia.



Students brief their "Group Site Design" projects during the 2013 Temporary Housing in-residence training course near Norfolk, Virginia.

SAC and US Coast Guard hold TTX for Port of Charleston

Based on the executive summary

Two views of containers and cranes at the Port of Charleston.

On 31 July 2014 USACE, Charleston District (CESAC) and USCG Sector Charleston co-hosted a Marine Transportation System (MTS) Recovery Tabletop Exercise for the Port of Charleston.

The scenario simulated a Category 3 hurricane passing directly over the greater part of Charleston County. The exercise gave participants a forum to discuss the capabilities and authorities of federal agencies in post storm recovery operations as well as post-storm port surveys and mitigation strategies.

Other exercise objectives included identifying resources, primary agencies involved, and courses of action for recovery such as aids to navigation (ATON), and restoration of Federal channels. Participants also discussed salvage response, marine debris removal operations and fuel pollution to clear Federal channels.

Three major After Action items were reported and addressed as a result of this exercise. First, SAC has drafted an MOA with USCG Sector Charleston that specifically addresses the Hurricane/ Emergency Response Plan for Navigation. This MOA will serve as guidance and shape expectation with Charleston District's and Sector Charleston's ability to respond to a hazard to navigation.

SAC has also acquired two additional iridium phones based on the exercise's After Action Report. These phones will be tested periodically with CESAD and selected SC counties.

Finally, USACE provided a reviewed process of Derelict Vessel Removal EP 1130-2-5200, which broadens the audience knowledge on contract procedures and steps to be taken during an event of this nature. The process can be streamlined based upon the availability of vendor and access to the impacted area.

The EM community, State, and local agencies serving the Port of Charleston now have a greater working relationship and understanding of what it takes to reopen it after a Category 3 or higher hurricane.

Exploring the Activities of the Civil Military Emergency Preparedness (CMEP) Program

By Andrew Bruzewicz, Assistant Director, International Center for Integrated Water Resource Management

Georgia Crisis Management TTX

One of the most important ways that the Civil Military Emergency Preparedness (CMEP) program supports Army and the Combatant Commands is by helping partner nations build their capacity to manage the consequences of all hazards (natural, technological, and acts resulting from the use of weapons of mass destruction) disasters. As explained in an earlier column, this is accomplished by holding seminars, workshops, and table top exercises (TTXs) to improve capabilities in areas identified in an initial disaster preparedness survey/assessment of emergency management and often other capabilities conducted as the first interaction with the partner nation after it has been selected for participation in the program.

Subject Matter Experts (SMEs) from all USACE Divisions support the CMEP events depending on the specific requirements for each activity. The program also draws on expertise from the George C. Marshall Center, the National Guard State Partnership Program as well as other U.S. Agencies and Departments.

The types of activities conducted as part of CMEP include: disaster preparedness survey/assessment workshops; national response plan development workshops; national response plan review workshops; regional/bilateral GIS workshops; crisis management center development workshops; interagency crisis management system plan review workshops; critical infrastructure protection workshops; communicating with the public and the media workshops; military support to civil authorities workshops; scenario planning workshops; exercise development workshops; and special topic/functional area seminars and workshops.

Disaster Preparedness Surveys/ Assessments are the initial step in the process of establishing a partner nation baseline for disaster preparedness capacity. Discussions are conducted with disaster management officials from the MoD and government ministries with roles and responsibilities in disaster preparedness, in-country non-governmental organizations with disaster-related functions, and the US Country Team. Information gathered includes partner nation laws, policies, organizational structure, processes, and capabilities for responding to disasters. The assessments help identify areas requiring additional effort and are used to develop a roadmap of activities for the next 3-5 years.

National Response Plan Development Workshops focus on the interagency development of an all hazards plan with annexes for specific disaster types occurring in the region. Best practices and lessons learned in US response and the development of the US National Response Framework are used to illustrate one potential approach to unified planning.

National Response Plans Review Workshops assist nations that either already possess an all hazards response plan or are currently working on one to improve disaster preparedness and response capabilities and to develop the Standards and Procedures necessary for implementation of the plan. Interagency participants review, evaluate, and improve existing response plans and address necessary capabilities.

Regional/Bi-Lateral GIS Workshops help participants build the GIS skills necessary to develop databases, collect and analyze data, produce maps, perform consequence analysis, and better manage disasters. Facilitators evaluate and assist national GIS experts in improving competencies including the ability to provide geospatial

information including map products to national decision makers during a crisis as well as to increase the flow of data and information between the nation and NATO allies and partners.

Crisis Management Center Development Workshops help develop 24/7 crisis management centers that will act as a focal point for command and control during disaster situations. Legal aspects of creating a multi-agency Crisis Management Center, staffing requirements, and Standards and Procedures needed to successfully operate are reviewed. This workshop integrates plans and procedures from the nation's National Response Plan to create a center for command and control during disaster response.

Interagency Crisis Management System Plans Review Workshops are designed to assist nations that either already possess an all hazards response plan, or are currently working on one, to improve disaster preparedness and response capabilities and to develop the Standards and Procedures necessary for implementation of the plan.

"Subject Matter Experts (SMEs) from all USACE Divisions support the CMEP events depending on the specific requirements for each activity."

Critical Infrastructure Protection Workshops assist participants in addressing considerations essential to the identification, assessment, and ranking of vulnerabilities, and discuss approaches to reducing the consequences of challenges to structures. Topics include assessing risk, identifying the security that is necessary to provide protection from specific hazards, and identification of a range of protective measures including fences, gates, locks, lights, sensors, alarms, and structural hardening. Anti-terrorism Research and Development is discussed for areas including threat definition, blast effects,

Serbia Crisis Management Center TTX

damage prediction, decision aids, regional monitoring, consequence assessment, a variety of structural alternatives, and recovery measures. Self-healing and self-diagnosing buildings are also discussed.

Communicating with the Public and the Media Workshops examine effective crisis communication planning, tools, and strategies. How government officials work with and use the media during a crisis, how on scene personnel convey essential messages, and establishing a Joint Information Center (JIC) are addressed.

Military Support to Civil Authorities Workshops include the MoD, Joint Staff and Armed Forces. Workshops focus on: MoD roles, responsibilities, organization and capabilities for defense support to civil authority; US lessons learned and best practices; and developing a draft professional military education module for partner nation personnel.

Scenario Planning Workshops focus on development of exercise content. Topics include: scenario planning rationale, principles, methodologies, techniques, and lessons learned; scenario planning integration into current national emergency management processes; and developing content that specifically addresses roles and responsibilities of pertinent ministries and agencies across the disaster cycle (planning and preparedness, response, recovery, and mitigation/adaptation).

Exercise Development Workshops familiarize national preparedness staff with exercise planning and development principles. The host nation's National Response Plan is the reference document. Key topics include the criticality of: active involvement of all ministries/organizations/levels of government; creating professional emergency managers who can develop and plan national and regional exercises; and developing a capability to train and exercise all involved ministries and agencies, improving cooperation and procedural interoperability to meet all types of emergencies.

Special Topic/Functional Area Seminars and Workshops can be developed to address specific needs of countries that have requested assistance with specific issues related to disaster response, planning, or Humanitarian Assistance operations.

2015 ESF #3 Field Guides to be Distributed

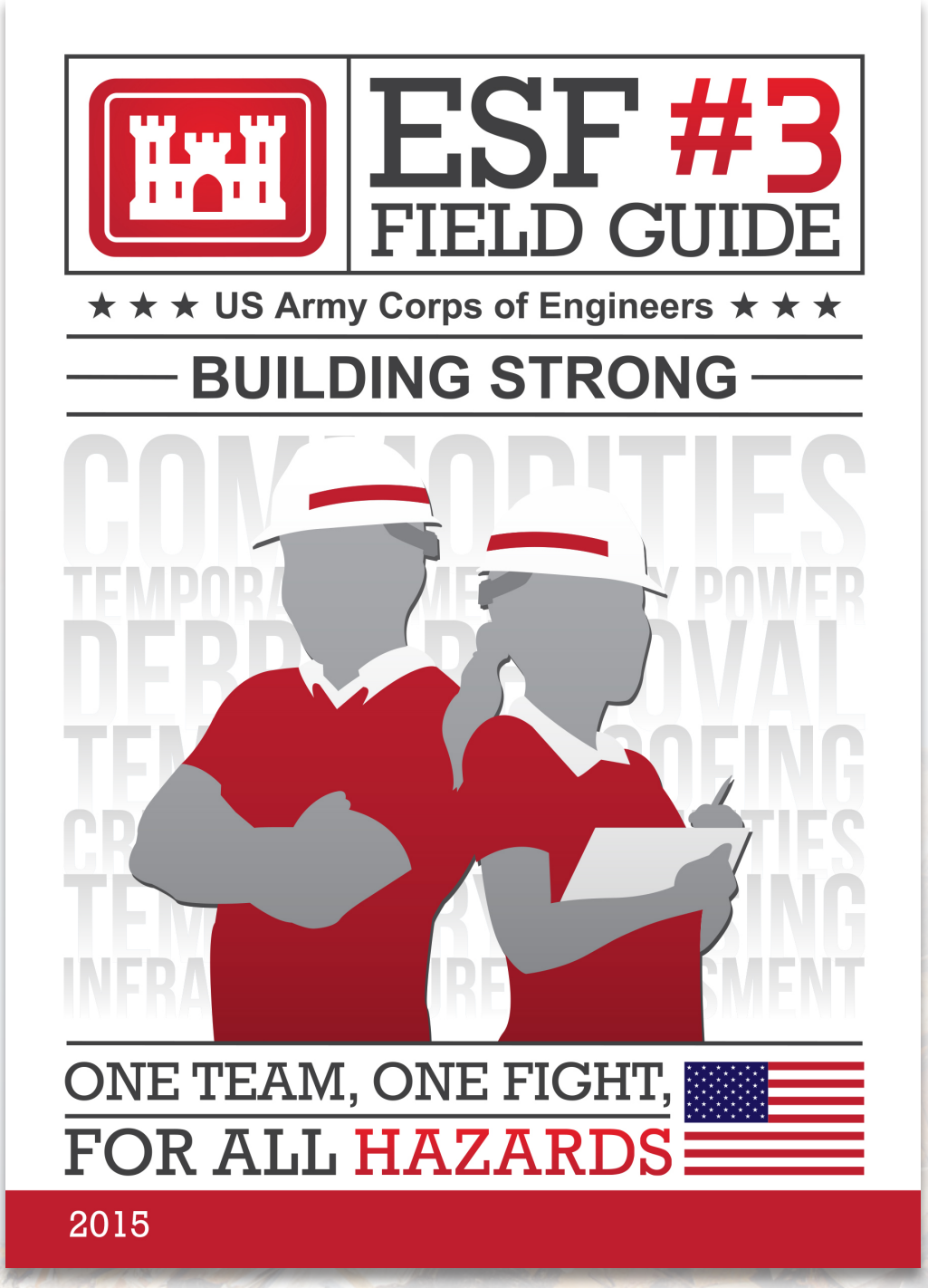
By Pete Navesky, ESF #3 Permanent Cadre Member

The 2015 ESF #3 Field Guide and Pocket Guides 2015 versions are coming soon. 2015 marks the triennial "hard copy" publishing schedule for the ESF #3 Field Guide (FG) and the ESF #3 Pocket Guide (PG).

Revisions to both of the documents are completed and printing of each is underway. Distribution is expected to occur in late spring/early summer of 2015. The most noticeable and significant changes in the 2015 edition are the elimination of the National Ice and National Water Stafford Act missions, the inclusion of the NIMS Multi-Agency Coordination Center (MAC) operational and organizational structure now in effect at FEMA's NRCC and RRCCs, and the addition of an appendix covering the use of WebEOC.

Included with each hard copy of the ESF #3 Field Guide will be a CD with the e-documents typically used by members of the various ESF #3 Team Leader (TL), Assistant Team Leader (ATL), and Local Government Liaison (LGL) cadres when deployed in support of FEMA. This CD also includes Adobe Acrobat versions of both the FG and PG which can be downloaded to a laptop/computer. An e-version of each document will also be posted on the EM SharePoint site.

The typical distribution of the FG and PG will be one (1) copy each to every TL, ATL, and LGL cadre member, 10 copies each to every MSC RCO and District EM organization, and 50 copies to the HQ UOC. If you believe this distribution may miss you receiving a copy, please advise Peter Navesky, HQ USACE ESF #3 Permanent Cadre, and Nadia Taylor, Readiness Support Center, so they can ensure you have a copy.



An Interview with Mr. Jeff Dorko, FEMA Assistant Administrator for Logistics

Mr. Jeff Dorko serves as the FEMA Assistant Administrator for Logistics under Beth Zimmerman, the Associate Administrator for the Office of Response and Recovery.

On retiring from active duty as the USACE Deputy Commanding General for Military and International Operations, Mr. Dorko entered the Senior Executive Service as FEMA's Director of the Office of Federal Disaster Coordination (OFDC), leading FEMA field leader cadres including the Federal Coordinating Officer (FCO) and Federal Disaster Recovery Coordinator (FDRC) Cadres.

As the USACE Commander, Southwest Division, he led the division for response and recovery operations during Hurricane Rita in 2005. In March of 2014, Mr. Dorko moved to his current position as the Assistant Administrator for Logistics in the Office of Response and Recovery.

MG Dorko gives an interview about USACE Military Construction in 2011 when he served as the Deputy Commanding General for Military and International Operations.

Q. You were Commander of SWD during the response to Hurricane Rita that struck the Texas coast in 2005, which occurred just a few weeks after Hurricane Katrina devastated New Orleans and other areas along the Louisiana and Mississippi Coastlines. How has that experience, and other USACE/Army contingency operations experience, informed your approach to disaster operations and logistics management as a Senior Leader in FEMA these past three years?

A. There is nothing more valuable than on the ground experience in leading disaster planning and operations activities. Tactical level experience is imperative to ensure you have the basic understanding of operations and interdependencies to enable effective leadership at operational and strategic levels. And you quickly learn that this is all about teamwork.

During my time in SWD, USACE was involved in a number of response and recovery operations, both under the Stafford Act and existing authorities. Working with all of the Federal partners as Emergency Support Functions (ESFs), and in other roles, really provided me the bigger picture and drove home how disaster response is a 'team effort.'

Power restoration in Texas during Rita is a great example. I watched the ESF #3 team in the Joint Field Office work with the State of Texas, ESF #12, and the regional power provider to determine the way forward to start bringing the electrical grid back online in the right way. Ft. Worth District and its folks at the Sam Rayburn hydropower plant worked with Omaha District to make sure we had 'black startup' procedures right. And then the Tulsa Power PRT and the 249th dynamically adjusted priorities of work accordingly as they worked to meet evolving State and County needs. All this integrated with every other ESF and stakeholder that had an interest in power restoration, which amounted to everyone.

Beyond the idea of disaster response as a 'team effort' the next most valuable lesson that practical experience reinforced for me involves a key principle that Administrator Fugate always stresses: "If it doesn't work in the field, it doesn't work." A key question to ask across the spectrum of things we do, ranging from the purchase of IT equipment to the development of doctrine, policies and business processes, is: "Does it work in the field and have we made this survivor-friendly?" We need to stay survivor-centric and not slide into the trap where we build or optimize policies and procedures driven by ease of execution and management from our side as opposed to optimizing for the survivor or the States and communities we serve.

Q. To follow the last question, what have you found to be the most challenging and/or unexpected

aspects of managing disaster operations and logistics in your FCO cadre and Logistics Management Leadership positions in FEMA?

A. This business is all about putting the right, motivated, trained person in the right position, and then getting them to the right place at the right time during disaster response and recovery operations. Sounds like something out of "Good to Great," doesn't it? It comes from the book and experience and from mentors I've had like MG Van Antwerp.

FEMA's workforce includes permanent fulltime (PFT) and term employees as well as a large Reservists Cadre which is mobilized and responds during disaster operations. The system works well. In the logistics world, we have about 200 employees (PFT and term) who are our day-to-day workforce, reinforced by about 1,500 Reservists who are activated during disaster operations.

When I was the Director of OFDC, the preponderance of the Chiefs of Staff and Executive Specialists supporting the FCOs and FDRCs were Reservists. The challenge is to make sure we have the right balance in our workforce and then provide the proper blend of training, professional development and experiential opportunities to get and keep people qualified and ready for the next disaster.

Consequently, professional cadre management of our logistics cadre may be our most critical mission and I've come to appreciate that every hire made is a strategic hire.

Q. **What would you say were the most important lessons learned from the Federal response to Hurricane Sandy? In a prior interview during the AAR process for that event, you had indicated that development of a more robust "Reachback" capability at the Federal level was very important. Are we making progress on those lessons learned? What would you recommend as most important improvements for USACE to focus on at this juncture?**

An aerial view showing floodwaters and destruction left in the aftermath of Hurricane Rita, in an area located near Galveston Bay, Texas. Mr. Dorko was the Commander of SWD during the response to Hurricane Rita.

A. A few thoughts. We had two very robust JFOs in New York and New Jersey. My 'reachback' comment during the Sandy AAR process was made in my early days in FEMA and based largely on my GRD experience in Iraq where we tried to forward deploy a lean but effective footprint in the area of operations and then leverage the rest of USACE through reachback, tele-engineering and other means.

Actually, FEMA has operated JFOs or performed JFO operations in whole or in part 'virtually' for a number of years. And now, in the subsequent update of the FEMA Strategic Plan, actions are underway to more formally address (through doctrine, policy and SOP development, informed by data-driven analysis and metrics) the proper size and operations of a JFO during the life of a disaster. I think that reachback and virtual and matrix support operations are a USACE strength (which evolved quite a bit under USACE 2012 and in the experience from overseas contingency operations). Consequently, USACE has a lot to contribute to our thinking about all this here in FEMA. Looking back at Sandy, two other areas stand out to me. First, the need to continue to develop and document operational concepts and processes for complex actions we will potentially undertake. An example involves executing retail fuel operations. Before Sandy we had only an Interagency Agreement with DLA and some forms of pre-scripted mission assignment which didn't really address the mission as it evolved and especially when the mission went beyond just responder fuel support. So right now we're working hard to commit to paper policies, concepts and supporting processes that will help us do this better if called upon to do it again. Another area for additional logistics focus is our understanding of and integration into key impacted supply chains. During a response operation, we inject ourselves into supply chains that have been affected by the disaster and rush to replace the capacity that has been lost. We need to improve our understanding of impacted supply chains and how we can best enable their restoration. When we optimize FEMA's in-house logistics capabilities with the whole community's efforts to restore damaged or lost capacity, disaster survivors are better served and as a whole logistics community team we perform our mission much more efficiently.

Q. In your current position as Director of Logistics for FEMA, what do you see as the key principles and success factors for FEMA and National/Inter-Governmental logistics operations in future disaster operations? Please describe your key working relationships in that regard - within FEMA, with other Federal Agencies, and with State agencies to include the National Guard.

A. It's all about teaming, proactive involvement with the whole of government and the whole logistics community. This is especially true as we experience more non-standard or non-Stafford events or operations.

Understanding how all of our partners and stakeholders (public and private) operate across the spectrum of their authorities, and then engaging them to fill the gaps is critical. There are private industry supply chain protocols and standards that we must look at and fit into to enable more seamless logistics operations.

For example, I think we can better leverage the US Department of Transportation and DoD's USTRANSCOM capabilities and integrate our process and systems to be more efficient and effective and certainly deliver more quickly critical capabilities and commodities to support impacted States and disaster survivors.

Q. In recent years, FEMA and USACE have agreed to shift responsibility for the provision and distribution of Ice and Water supplies from USACE (under ESF #3) to the States (with ESF #7 support), enabling USACE to shift critical resources to other missions. Has that transition been successful thus far? What roles/functions do you see for USACE in future Inter-governmental logistics operations?

A. The discussion between LTG Bostick and Mr. Fugate during the Senior Leader Seminar (SLS) was a great reaffirmation of USACE's core capabilities in fulfilling its ESF #3 role and in helping to fill FEMA's operational gaps. Over time, USACE has filled many mission gaps that subsequently transitioned to more appropriate agencies like GSA.

For example, ordering and distributing bottled water is not a core USACE capability and we were able to successfully replace USACE's water mission contribution with additional internal FEMA contract capacity and DLA and GSA support. At the same time, in an area like temporary emergency power, we've been able to leverage USACE's core competency to make improvements to FEMA's contingency generator fleet.

In the coming months and years I hope we will continue to clarify, identify, plan for and document areas where USACE's core capabilities can best be applied in disaster operations under ESF #3 and existing authorities.

Q. Looking forward, what is your vision for the future of disaster logistics operations? What are your specific objectives for CY 15 - what outcome(s) would you like to see achieved by this time next year?

A. This year we will look at some of those items I mentioned in previous questions – supply chain resiliency studies, the right staffing, documenting our policies, doctrine and business processes, and improving the speed with which we act and respond.

We'll also be looking at enhancing relationships. MG (Ret) Robert Griffin, when he was USACE DCG, told me there are two "Ts" in a relationship: Trust and truth – with a capital 'T' and small 't' respectively. Relationships are successful and endure when they are founded on Trust. Truth is important. But the truth can change and there will be times when mistakes are made or failures occur. If there's no Trust, then the relationship is broken and we run the risk of mission failure. When Trust exists between individuals and organizations, then the relationship can survive a failure and we maintain the ability to pick up the pieces and move on, and on a more positive note the joint outputs are greater than the sum of what individual partners might have provided alone.

I'm committed in the coming year to fix what needs to be fixed in the logistics business, but most of all to build Trust-based relationships with all our partners in disaster logistics.

Q. USACE is developing a strategy for the EM/Contingency Ops CoP that has a lifecycle risk management and National preparedness focus in context with PPD #8. Given your overall experience with contingency operations from both USACE and FEMA senior leader positions, what advice do you have for the USACE Emergency Management CoP in that regard going forward?

A. I think this initiative is right on target. USACE's adoption and evolution of Communities of Practice uniquely allows for an integrated enterprise focus, in this case, for Emergency Management both as a function and profession. And I stand ready with the rest of FEMA to help in any way as the EM/Contingency Ops CoP is developed and evolves.

Q. Any last comments?

A. Thank you for the opportunity to communicate with USACE. As an alumni, USACE remains close to my heart. I truly appreciate all that USACE has to offer and more than ever applaud what USACE does for the Nation. Essayons!

Mr. Dorko was interviewed in person by Bill Irwin, USACE Liaison to FEMA and Ed Hecker, Senior CW Policy Advisor, Institute for Water Resources; and virtually by Frank Randon, ESF #3 Permanent Cadre Member and Pete Navesky, ESF #3 Permanent Cadre Member.

Spotlight on: Mississippi Valley Division (MVD)

The MVD RCO Team: L-R Charles Carson, Eric Haliburton, Patrick Flowers, Jared Gartman, Cindy Constancio, Carl Pigott, Pat Tucker, Jerone Bostick, Eddie LeBlanc and kneeling CPT Correy Elder. Not pictured: Marce Robinson and Vickey Williams

The MVD RCO team is a multi-talented group of professionals that truly enjoy doing their jobs. In addition to security and emergency management, Military Human Resources and Regional Family Readiness are also within the MVD RCO team.

Jared Gartman was hired as the RCO Chief in Feb 2014, after David Sills' retirement in November 2013. He moved from San Antonio as the USACE Liaison to US Army North at Ft Sam Houston. His role as liaison helped educate DoD on USACE capabilities and integrate USACE into training, exercises and real world operations. Prior to that assignment he was the Vicksburg District Emergency Manager. He retired from the MS Air National Guard in 2010 after almost 26 years of enlisted and commissioned service in the Air Force, Air Force Reserve and Air National Guard as a RED HORSE (Rapid Engineer Deployable Heavy Operational Repair Squadron Engineer) and PRIME BEEF (Primary Base Emergency Engineer Force) Civil Engineer officer.

The MVD RCO team is certainly well-practiced in contingency operations; since 2004, MVD has had 27 floods, 19 winter weather events, nine hurricane/tropical storm events, and four tornado events.

MVD RCO Team Facts:

- Total Military Service: 146 years
- Seven members have between 6 and 35 years of military service
- Three members are retired; 2-USAR, 1-MS ANG

Education:

- 1 - Working on PhD
- 4 - Master's degrees
- 2 - GWU Graduate Certificates
- 7 - Bachelor's degrees
- 1 - Master Continuity Practitioner
- 1 - Professional Engineer

Interesting Hobbies:

- 2 - Vintners
- 1 - Craft Brewer
- 2 - Realtors
- 8 - Grill Masters

MVD and the Emergency Management Accreditation Program (EMAP)

MVD kicked off its EMAP participation in July 2014. All six districts and the Division HQ have begun the self-assessment process toward accreditation. We are already seeing the value in accomplishing this tremendous task. The magnitude of EMAP is larger than its 64 standards because within the standards there are 377 individual components that have to be addressed. We have five members within the region that participated in prior On-site Assessments, which has helped shape our EMAP participation.

"MVD has only had two of the last 10 years pass by without a disaster," said Jared Gartman, MVD RCO chief. "There's an enormous amount of experience and institutional knowledge within the RCO and Division HQ. We're benefiting from EMAP as a forcing function for knowledge management and transfer. It is

making us write some standard procedures and process flows down that are not included in the OPLAN."

Understanding the Mississippi River

The Mississippi River makes MVD unique. MVD civil works boundaries are within 12 states and five FEMA Regions. MVD has the lead for ESF #3 planning and coordination to six of those 12 states, including Mississippi, Louisiana, Illinois, Iowa, Minnesota, and Wisconsin.

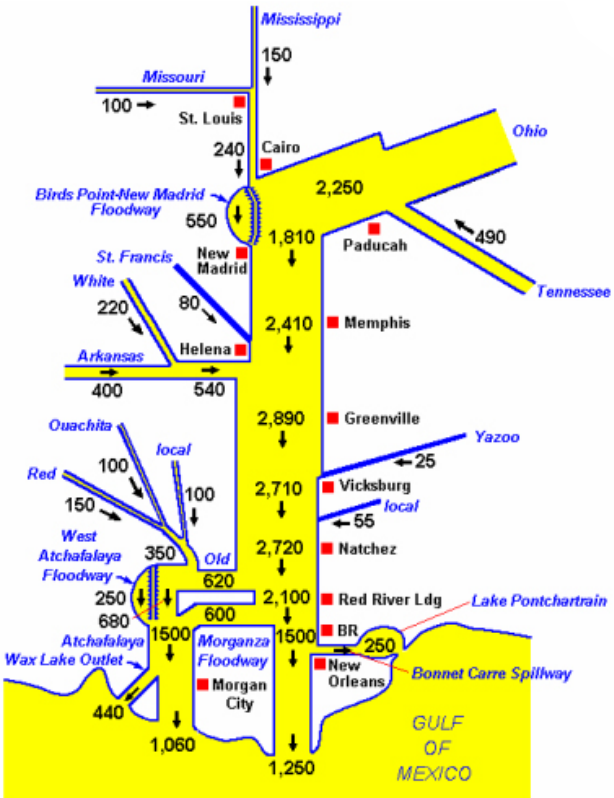
"The Mississippi River and Tributaries Project has far reaching impacts," said Jared Gartman, MVD RCO chief. "There are economic impacts, environmental impacts, flood reduction impacts, so understanding all its features are important because it's a system of levees, channels, floodways and structures. I didn't really understand how the MR&T operated until I took this job and now every day I learn something else about it."

The MVD Commander wears two hats. He is the MVD Commander, commanding six districts with over 4,000 personnel and is also the President of the Mississippi River Commission.

The Mississippi River Commission

The Mississippi River Commission (MRC) was established by an Act of Congress on June 28, 1879. Congress charged the MRC with the mission to develop plans to improve the condition of the Mississippi River, foster navigation, promote commerce, and prevent destructive floods—perhaps the most difficult and complex engineering problem ever undertaken by the Federal government up to that time.

Today the MRC, which is headquartered in Vicksburg, Miss., provides water resources engineering direction and policy advice to the Administration, Congress and the Army in a drainage basin that covers 41 percent of the United States and parts of two Canadian provinces by overseeing the planning and reporting on the improvements on the Mississippi River. The intent behind the mission of the MRC today is the same as the mission placed on the commission upon its creation—to lead sustainable management and development of water related resources for the nation's benefit and the people's well-being.



The 1879 law that established the MRC calls for its membership to consist of three U.S. Army Corps of Engineers officers, one member of the National Oceanic and Atmospheric Administration, and three civilians, two of whom must be civil engineers. Each member of the MRC is nominated and appointed by the United States President. They are vetted by the Senate.

The MRC president also serves at the commanding officer of the U.S. Army Corps of Engineers, Mississippi Valley Division. The other two Corps of Engineers members serve as the commanding officers of the Northwest Division and the Great Lakes and Ohio River Division, bringing representation from the Corps of Engineers from the nation's three largest watersheds—the Mississippi, Missouri and Ohio rivers.
From: http://www.mvd.usace.army.mil/About/MississippiRiverCommission(MRC).aspx

Mississippi River & Tributaries (MR&T) Project

The MRC is charged with prosecuting the comprehensive river management program known as the Mississippi River and Tributaries (MR&T) project, which was authorized through the Flood Control Act of 1928. The four major elements of the MR&T project are:

- Levees for containing flood flows;
- Floodways for the passage of excess flows past critical reaches of the Mississippi River;
- Channel improvement and stabilization to provide an efficient and reliable navigation channel, increase the flood-carrying capacity of the river, and protect the levee system;
- Tributary basin improvements for major drainage basins to include dams and reservoirs, pumping plants, auxiliary channels and pumping stations.

The MR&T project is the largest flood control project in the world, providing protection to the 36,000 square-mile lower Mississippi valley. The flood control features of the project are designed to control the "project flood'—the largest flood reasonable expected to occur. The MRC developed the present project flood in 1956 after a complete review of the adequacy of the MR&T project. The project flood is larger than the record flood of 1927.
From: http://www.mvd.usace.army.mil/About/MississippiRiverCommission(MRC)/MississippiRiverTributariesProject(MRT).aspx

New USACE Liaison to US Army North Spotlight on: Edward (Fig) Feigenbaum

Edward (Fig) Feigenbaum became the new USACE Liaison to US Army North in November 2014, but his service to the Army and Engineer Regiment spans a period of more than 24 years.
He started his career when he received his commission in May 1990 from Niagara University. Upon completion of the Engineer Officer Basic Course, Mr. Feigenbaum's first assignment was as a junior officer while assigned to the 20th Engineer Battalion at Ft. Campbell, KY and later at Ft. Hood, TX as part of the newly activated 1st Cavalry Division Engineer Brigade.

Following the Engineer Officer Advanced Course he was assigned to HQ/7th Army USAREUR where he worked as the Assistant Executive Officer for the Deputy Chief of Staff, Engineer (DCSENG). After 14 months in that position, Mr. Feigenbaum moved to Bamberg, Germany to command Charlie Company 82nd Engineer Battalion (Mechanized), 1st Infantry Division.

After Company Command, he was assigned to a Training Support Battalion in Houston, TX where he served as a Team Chief for an Engineer Observer Controller Team. While at this assignment he earned a Master of Science Degree in Occupational Technology from the University of Houston. Mr. Feigenbaum's next duty assignment took him to the Intelligence and Security Command (INSCOM) located at Ft. Belvoir, VA where he served as a Construction Management Officer and the Deputy of the Engineer Division, G4.

Following this assignment, Mr. Feigenbaum was assigned to the 1st Cavalry Division at Ft. Hood, TX where he served as the Assistant Division Engineer (ADE) and then as the Executive Officer for the 20th Engineer Battalion (Mechanized), 1st Brigade Combat Team, 1st Cavalry Division during OIF II in Baghdad, Iraq. Upon his redeployment, he was assigned to a TRADOC position serving as both the Quality Assurance Element Chief for the U.S. Army Engineer School (USAES) and then the Deputy Director of Quality Assurance Office for the Maneuver Support Center of Excellence at Ft. Leonard Wood, MO.

Mr. Feigenbaum then went on to serve as the Deputy District Commander for the Galveston District (USACE) from 2008 though his military retirement in 2010. During this time Mr. Feigenbaum and the district responded to several hurricane and other storm events, to include Hurricane Ike. Mr. Feigenbaum transitioned to a civil service career serving as both a Contingency Planning Specialist and Civil Support Plans Officer at U.S. Army North prior to assuming his current role as the USACE LNO in Nov 2014.

Mr. Feigenbaum's military awards and decorations include the Bronze Star, Meritorious Service Medal with multiple oak leaf clusters, Army Commendation Medal with multiple oak leaf clusters, the Humanitarian Service Award, The Army Achievement medal with two oak leaf clusters, the National Defense Service Medal, the Iraq Campaign Medal, the Global War On Terrorism Service Medal, the Bronze DeFleury Medal, the Armed Forces Reserve Medal, the Army Service Ribbon, the Overseas Service Ribbon, the Air Assault Badge, the Parachutist Badge and the Sapper Tab. Mr. Feigenbaum is married to the former Erlinda Huertas. They have two children, Zachary and Ashley.

U.S. Army Corps of Engineers contractor, Ceres Environmental, in coordination with the Texas Department of Transportation, performing its FEMA-directed debris removal mission after Hurricane Ike along interstate 45, in Galveston, Sept 21, 2008. Mr. Feigenbaum was the SWG Deputy District Commander from 2008-2010, during which the district responded to several events, including Hurricane Ike. (Photo by Brooks O. Hubbard IV, US Army Corps of Engineers)

Liberia Mission Brings Unique Challenges, High Rewards for Engineer Team

By Vince Little, Public Affairs Specialist, NAU

After turning over the last of 10 Ebola treatment centers in January, U.S. military task force members have begun withdrawing from West Africa as new cases of the disease tail off to virtually zero in Liberia.

Nearly all troops and civilians supporting Operation United Assistance will be back at their home stations by the end of April, the Department of Defense recently announced. That includes U.S. Army Corps of Engineers Europe District's Forward Engineer Support Team-Advanced, or FEST-A, which, for the time being, remains an integral part of theater-closure planning and consolidation with the mission drawing to an end.

By all accounts, however, it has been a deployment unlike any other for the FEST.

Liberia is not the war zone some members saw in Iraq and Afghanistan, but it is still a rugged environment.

"It really does feel like early Iraq to me," said Maj. Michelle Dittloff, FEST commander. "The living conditions are quite similar to the earliest FOBs [forward operating bases]. Nobody is shooting at us, but it's very remote and austere.

"In Iraq and Afghanistan, I think everybody knew we were going to be there for a while. Our job here was to get in, do the mission and get back out."

Since its formation in 2008, Europe District's FEST-A has deployed to Afghanistan and Jordan. The team also participated in exercises in Uganda, Niger, Germany, Italy, Alaska and California.

Dittloff called Barclay Training Center "one of the more austere environments" a FEST detachment has encountered.

Forward Engineer Support Team-Advanced members (from left) Anton Klein, Stephen Lahti and Jason Riharb are greeted by local children in early November, shortly after their arrival in Liberia. They're part of the U.S. Army Corps of Engineers team serving in Operation United Assistance.

The task force's base camp in the Liberian capital of Monrovia has been the team's home since it departed Wiesbaden, Germany, in October 2014.

"In past deployments, our personnel stayed on fully functional bases with permanent buildings," Dittloff said. "We're living in the same tents as the Soldiers, sometimes eating MREs [meals-ready-to-eat], using containerized latrines and showers. That presents some morale challenges. … It probably isn't what they've typically seen, even in Afghanistan or Iraq."

Jennifer McCarthy, a New England District environmental scientist, called Liberia a land of contrasts shortly after arriving there.

"It has spectacular natural resources - the Atlantic Ocean, the forests and swamps and hills, the cool ocean breeze in the midst of sweltering heat and choking humidity," McCarthy wrote in an email. "Once you get away from Monrovia, it is miles and miles of lush, green tropical foliage, interspersed with reddish mud brick and thatched or tin-roof villages. The city, though, is choked with people, houses, motorcycles and trash. We see street markets on every corner, marked by bright beach umbrellas shading the sun. They sell fresh produce, clothes and shoes, and liter jars of gasoline."

Buses carrying up to 20 extra passengers and motorcycles with three or more people on board are common sites around the capital, along with tuk-tuks, or auto

Jenn McCarthy, a U.S. Army Corps of Engineers New England District environmental scientist who's serving on the Forward Engineer Support Team-Advanced in Liberia, conducts reconnaissance Nov. 7 of the Sanniquellie Army Field Temporary Lab, where she's greeted by local children. The 13-member team of military and civilian technical experts has established baselines to assure the U.S. doesn't harm Liberia's environment while executing Operation United Assistance to stop the spread of Ebola. (U.S. Army Corps of Engineers courtesy photo)

rickshaws, Dittloff said. "Donkey carts haul construction material down the same roads as cars and buses," she added. "Traffic lights mostly don't exist, and rarely work when they do."

McCarthy said the FEST found schools closed and many foreign businesses shuttered early in the mission, their proprietors fleeing from Ebola. Almost without exception, Liberians were happy to see the U.S. military and civilian responders.

Safety protocols are still paramount and personnel take every precaution to avoid exposure and risks, Dittloff said. "We're very safe here. They keep us isolated from the general population. The only time we encounter people is when we go out to the work sites," she added.

Liberia's heat and humidity are another matter - the FEST commander says she's dropped 10 pounds on the deployment. The USACE engineer team is part of a Department of Defense contingent that delivered critical lifesaving resources, built Ebola treatment units, trained hundreds of local and international health care workers, and provided logistical support to humanitarian and public health officials who provided care throughout West Africa, Pentagon officials said.

Back at Barclay Training Center, the FEST made life a little more comfortable for the U.S. and international partners in charge of Operation United Assistance, as well as the Joint Force Command, or JFC. At the epidemic's height, 2,800 Department of Defense personnel were deployed to West Africa.

"The FEST-A has been a great asset to our efforts," said Lt. Col. Lee Hicks, Joint Forces Command-United Assistance engineer for the 101st Airborne Division (Air Assault). "The Corps of Engineers did great work setting up generators and getting infrastructure up and running at the base and the site where the JFC headquarters was located. They figured out some shortcomings and made sure we had power 24/7."

Since the outbreak began, Ebola has killed nearly 9,000 people and infected about 22,000 in Liberia, Sierra Leone and Guinea, according to recent World Health Organization statistics.

But in the first week of February, Liberia tracked just five new cases, a sharp decline from the more than 300 new infections estimated weekly in August, various media outlets reported.

"Locals have started to come out of their homes and the streets are far busier than when we first arrived," said Stephen Lahti, a FEST-A mechanical engineer. "Everyone in this country is incredibly happy, and anyone you interact with always gives you a smile and a welcome greeting."

McCarthy said she also notices a radically changed environment since the operation's early days. "Ebola is clearly in retreat in Monrovia and business appears to be revitalizing," she added. "The streets are crowded, and children are [returning] to school. And they're still happy to see us.

"Our car was bumping slowly along a heavily rutted road the other day, and two small children came running after us, waving and saluting. We stopped the car, rolled down the windows and saluted them back. Their grins were heartwarming."

Lahti said he expected to depart Liberia and return to New England District by month's end. A few other individual FEST members could also leave sooner than the entire team as mission demands decrease.

"Even though the days are long, being part of this operation has been an incredible experience," Lahti said. "It's been extremely rewarding on both a personal and global level - I wouldn't have traded it for anything. Having the opportunity to use my education and experience to benefit the greater good and the people of this country is something very rare."

Upcoming Events: March 2015 - July 2015

March

4 -11 – SAC Hurricane/Training in conjunction with the South Carolina Army National Guard (SCANG) Vigilant Guard 15 (VG 15) and South Carolina Emergency Division Full Scale Exercise

4 – SAJ Hurricane and COOP TTX, Camp Blanding, FL

9-12 – Local Government Liaison Training, RSC, Mobile, AL

10 – SWT El Dorado Levee Functional Catastrophic Flood Exercise, Tulsa, OK

12 – SWT Ordinance Levee Functional Catastrophic Flood Exercise, Tulsa, OK

12 – MVD Spring Flood Assessment and Regional Flood Fight TTX, virtual

16-20 – Logistics PRT Validation TTX, Team #4, Portland, OR

17-20 – CREST, EnvST, and Logistics Training, RSC, Mobile, AL

23-27 – Logistics Workshop, Millington, TN

24 – SAJ Puerto Rico Hurricane TTX, San Juan, PR

26 – SAJ US Virgin Islands Hurricane TTX, St. Thomas, VI

24-2 APR – FEST Training, RSC, Mobile, AL

30 – Commander's Spring Flood Assessment, virtual

APRIL

1-2 – SWD Hurricane/All Hazards ROC Drill and TTX, Dallas, TX

1-3 – EMAP Assessor Training, Grafton, IL

16 – MVD Regional Communication Exercise, virtual

21-22 – HQ New Madrid Seismic Zone TTX, Millington, TN

21-24 – PL 84-99 PROSPECT Course, Tulsa, OK

27-30 – Team Leader/Assistant Team Leader Training, RSC, Mobile, AL

27-1 MAY – Logistics PRT Validation TTX, Team #2, New Orleans, LA

MAY

1– SAM Hurricane TTX, Mobile, AL

4-8 – Logistics PRT Validation TTX, Team #1, Norfolk, VA

7 – SWT Keystone Dam Functional Catastrophic Flood Exercise, Tulsa, OK

11-14 – SAW Hurricane/CAT/RFO Exercise, Wilmington, NC

12-14 – Capstone California, various locations, CA

12-15 – Base Camp Development Planning Course, RSC, Mobile, AL

12-15 – PL 84-99 PROSPECT Course, Seattle, WA

13-14 – MVK Recovery Field Office Functional Exercise, Keesler AFB, MS

14 – Logistics Plans and Operations Response Webinar, virtual

18 – SAJ Herbert Hoover Dike/Hurricane TTX, Jacksonville, FL

18-20 – Combined Response Mission Exercise, Los Angeles, CA

21 – USACE/FEMA Senior Leaders' Seminar, Washington, DC

21 – Tulsa/West Tulsa Levee (SWIF) Functional/Operational Catastrophic Flood Exercise, Tulsa, OK

27-28 – SAD Hurricane Rehearsal, Atlanta, GA

JUNE

1-5 – Logistics PRT Validation TTX, Team #5, Kansas City, MO

2-4 – SAS Hurricane Response and Recovery Exercise, Savannah, GA

2-11 – FEST Training, RSC, Mobile, AL

8-12 – Regional Logistics Readiness Workshop, Millington, TN

17 – MVD Interagency All Hazards TTX, Vicksburg, MS

18 – MVD Regional New Madrid Earthquake TTX, Vicksburg, MS

JULY

12-16 – PL 84-99 Advanced Course Beta, RSC, Mobile, AL

16 – Logistics Plans and Operations Response Webinar, virtual

Note: Event dates/locations subject to change. Please check with the corresponding district or division if you have questions about a specific event.

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If you would like to submit an article or an idea for an article for the next edition of the newsletter, or if you have any comments or questions about articles in this edition, please email Nadia.M.Taylor@usace.army.mil.