

Emergency Management

Community of Practice

Newsletter



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Emergency Management *Community of Practice* Newsletter

★ ★ ★ US Army Corps of Engineers ★ ★ ★

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EM CoP

Office of Contingency Operations and Preparedness (Provisional)

441 G Street, NW
Washington, D.C. 20134-1000
(202) 761-8779

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USACE DCO/OHS:

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

EM CoP Newsletter Editor:
Nadia Taylor, RSC

Layout:
Winston Bush, RSC



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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! So far this year, the EM Community of Practice has been active in events, exercises, training and planning across the full-spectrum of our responsibilities – flood risk management, critical infrastructure protection, intelligence, operational protection, support to the warfighter, and support to FEMA. Thank you everyone for your continued professionalism and selfless service to achieve seamless high performance. All of our actions continue to help us achieve sustained success and accomplish the full suite of readiness and contingency operations.

We know our EM CoP team is fully engaged in sustaining their best practices and in implementing the adjustments to our policies and procedures. Our System Wide Improvement Framework (SWIF) policy is a value added change that continues to become part of our routine operations. The lesson learned improvements from our COOP, security, and operational protection inspections continue to make us more resilient. Division and District participation in our journey to Emergency Management Accreditation Program (EMAP) accreditation continues to increase. The self-assessments and self-corrections using EMAP as our guide is creating unprecedented synergy throughout our organizations, helping District and Divisions elements realize the parts they play in the emergency management arena.

My challenge to you this month is to engage in the Critical Infrastructure Protection and Resilience (CIPR) program throughout your command, and help further the sound leadership and management of critical infrastructure in your area or operations. This directly contributes to public safety, health, and welfare. A successful CIPR program helps us to keep our Civil Works infrastructure safe and is an enabler for the continued economic growth of the nation.

With great satisfaction we can say that USACE and our interagency team are better prepared than ever to meet the challenges of Mother Nature. As I write this, we're in the middle of another Hurricane Season. We monitored and watched our first hurricane, Hurricane Arthur sweep by without much damage, and we prepositioned assets in anticipation of Hurricane Iselle's impact to the State of Hawaii. Fortunately, Hurricane Iselle produced only minor damage, but as we all know that in regards to hurricanes – it only takes one!

We are always in flood season in one of our areas of operation; we must remain ready all-year for all hazards. Our commanders and senior civilians, along with emergency management and division and district staffs, have engaged to improve their understanding of the current situation and enhance their capabilities. Our MSC -Interagency All-Hazards exercises, the Interagency-Intergovernmental National Level Exercise (NLE) CAPSTONE 14, the USACE-FEMA Senior Leader Seminar, USACE participation in state pre-hurricane season exercises, and our continued ESF #3 Team Leader, Assistant Team Leader, and Planning and Response Team Training all help us to achieve an ever increasing state of preparedness. Special recognition to Pacific Ocean Division and Alaska District for their thorough planning and thoughtful execution of Alaska Shield 14, one of the main exercises nested in NLE 14. True to our learning organization, USACE elements at all levels in every exercise and event remained critical of our own actions and identified areas to improve and to sustain. Through our Corps of Engineers Remedial Action Program, we'll work to implement the lessons learned.

TEAM: I am very fortunate to have recently completed the Harvard Kennedy School of Government, National Leadership Preparedness Institute (NPLI) course, cohort class 11, which is about meta-leadership during a crisis. It was a lot of work, but well worth the investment! Some of you are aware that my team project was an effort to deliberate planning and use volunteer agencies and faith-based efforts during disaster response and recovery. Though mostly targeted for State Emergency Managers, there are actions for others too, including Federal agencies. For USACE, we've had pilot programs with the NVOAD for ESF #3 missions, and are pursuing a similar effort with Team Rubicon. I've also brought this effort to other Federal agencies for their consideration for their ESF function delivery, and will continue to do so.

Please use this link to observe the completed report:

<http://www.nationalservice.gov/focus-areas/disaster-services> then click on the ROI: Investing in Whole Community, found under the research and report section.

Especially useful is the tool kit in the appendices, meant for States' VAL (Volunteer Agency Liaison) to use for points of contact, training and resource guides, cost share offset benefits, and more. Feel free to share as you meet with State EM reps, as well as FEMA VALs, which are located in every FEMA region. At the minimum, use it as an increased awareness of how volunteers' efforts can be deliberately brought to bear, both for the benefit of the affected community, and economic benefits to the city, county, or state. If you have any questions, let me know. The NLPI 11 team will continue the effort and will follow up with interested states, initially to include Oregon, Washington, and Maryland.

Until next time, remember, safety first and be the utmost professional in all we do!
KD-A signing off! 🇺🇸

Informal Leadership

By Mark Roupas, Deputy Chief Office of Homeland Security

Informal leadership is one of the many factors that lead to organizational and programmatic success, including the success we enjoy in the Emergency Management Community of Practice. For the purpose of this article, an informal leader is someone within an organization or work unit who, by virtue of how he or she is perceived by their peers (or others in the organization), is seen as worthy of paying attention to, or following. The distinguishing element between an informal leader and a formal one is that the informal leader does not hold a position of power or formal authority.

At its most basic level, the concept of leadership is fairly straightforward; leadership is the process by which we influence others to implement a new product, program or process, or even more simply, accomplish the mission. In a military organization, it is easy to identify who the formal leaders are by looking at the organizational chart or in many cases, a review of the job title associated with the individual.

Organizational leaders provide the direction and long-range goals for our enterprise. Examples of this are the USACE vision and mission statements that are part of the USACE Campaign Plan. Our Campaign Plan outlines how we will attain both the Chief's vision and mission statement through the four stated goals: Goal 1, Support the Warfighter; Goal 2, Transform Civil Works; Goal 3, Reduce Disaster Risk; and Goal 4, Prepare for Tomorrow. One of the objectives contained within Goal 3 is objective 3c, "Enhance interagency disaster preparation and mitigation capabilities." The Silver Jackets (SJ) program is one component USACE uses to achieve this objective.

The overarching strategy of the SJ is one of collaboration and partnership through a State-led interagency team. These teams are comprised of many different state and Federal agencies, along with some tribal and local agencies, who come together to apply their knowledge and work to reduce flood risk. I most recently observed the role and importance of informal leadership during the 2014 Interagency Flood



Mark Roupas presents during the plenary session at the 2014 Interagency Flood Risk Management Project Workshop in Southbridge, Massachusetts.

Risk Management Project Workshop in Southbridge, Massachusetts. During this working meeting, I was able to observe firsthand the power informal leadership had to describe and implement U.S. Army Corps of Engineers (USACE) programs and directions. It is within working meetings such as these that our SJ coordinators articulate and inform others about USACE authorities, roles, and missions.

In this way, SJ coordinators become a voice of the USACE in advancing our messages of managing flood risk, advancing risk communications, and leveraging the resources of all partner agencies. It is my strong belief that our SJ members, working in these State-led interagency teams, play an exceedingly valuable role in our ability to articulate our programs and policies to outside organizations, and forms the basis of success to those agency goals established by our formal leadership.

While I have used the informal leadership role our SJ coordinators play in articulating our flood risk management program

objectives, the same can be said about those USACE members in the broader EM community. Our ESF #3 Permanent Cadre, our liaison officers, planning and response team members, and subject matter experts are all informal leaders. Everyone in our EM CoP has the opportunity to informally lead through their day to day engagements, internally with USACE leadership and externally with our stakeholders, partners and with the public during disaster planning engagements and actual disaster events.

Collectively and individually, each of us adds to the USACE voice in describing our authorities, roles and missions of how USACE is working to "Reduce Disaster Risks" to the Nation and the people we serve. For those that are interested, I would encourage you to take the time to read one of the number of books or professional articles available on informal leadership and add this information to help build the advanced professional culture our EM CoP strives to achieve. ■

2014 USACE/FEMA Senior Leaders' Seminar

By Bill Irwin, USACE Liaison to FEMA



FEMA Administrator Craig Fugate (left) and USACE Commanding General Lt. Gen. Thomas Bostick (right) engage participants in the 2014 Senior Leaders Seminar discussions.

Over the past 15 years, the U.S. Army Corps of Engineers (USACE) and the Federal Emergency Management Agency (FEMA) have worked collaboratively to maintain a Remedial Action Program (RAP) that captures agreed upon actions for correcting operational deficiencies. As a part of the RAP process, FEMA and USACE conduct the Senior Leaders' Seminar (SLS) to discuss high level operational and policy issues.

The 2014 SLS was held at FEMA Headquarters on 22 May 2014 and was hosted by the FEMA Administrator and the USACE Chief of Engineers. Key leadership from other agencies and the White House National Security Council staff also participated. FEMA Regional Administrators and USACE Commanders also met in May 2014 to discuss key issues and initiatives at the regional level.

One key outcome from the SLS was for USACE, FEMA and the Department of Energy to form a Working Group (WG) to recommend actions to improve the nation's readiness for emergency temporary power. The WG recently drafted an outline for a proposed Emergency Management Institute (EMI)

course that will be developed to build state and local mitigation, preparedness and response capabilities related to emergency power. The group also has made significant progress in developing a plan to consolidate generator brands and sizes. USACE and FEMA experts anticipate significant benefits in the effectiveness and efficiency of maintaining and installing generators upon implementation of this plan. The group is also working on developing and promoting "best practices" for encouraging critical facility micro-grids to mitigate the requirements for temporary power in the future.



During the SLS, the FEMA Administrator recognized USACE's unique public works and engineering competencies and suggested that some missions may detract from USACE core capabilities. The group then examined the bottled water mission. While USACE has performed this mission well, it was determined that the acquisition and management of bottle water in the future could be executed by FEMA, the

Defense Logistics Agency and GSA. A decision was made to transition the bottled water mission from USACE at the end of the 2014 Hurricane Season. The senior leaders considered the following facts, prior to making this decision: 1) States have improved their capabilities to provide bottled water without Federal assistance; 2) Since Hurricane Katrina, FEMA has more robust acquisition and logistics capabilities to manage bottled water requirements; 3) Acquisition and management of commodities are "core capabilities" of both DLA and GSA and these agencies can augment FEMA requirements in the future.

As a follow-on action from the 2014 Alaska Shield Exercise, the senior leaders also reviewed issues related to the re-opening of ports and waterways following a major disaster. It was determined that an interagency working group should be formed to review post-disaster roles, responsibilities, capabilities, best practices and protocols. The working group convened in mid-August to develop a plan of action for better coordinating intergovernmental port and navigation response efforts in the future. As the Coordinating Agency for ESF #1 – Transportation, the Department of Transportation will lead this effort.

These are only a few of the results from the 2014 SLS. Similar lists of initiatives and actions were briefed out during the VTC by the Regional Administrators and the USACE Division Commanders. The SLS not only provided an opportunity to address issues and recommend actions, but it also provided an opportunity for leadership at the regional and national level to collaborate and build relationships. These relationships between USACE, FEMA and partner agency leaders provide a solid foundation that is vital for successfully responding to disasters in the future. ■■

Serving as an EMAP Assessor

By Rebecca Moldenhauer, NWD



EMAP Projects Specialist, Scott Gauvin, provides USACE EM Personnel with Accreditation Manager and Assessor training.

As you may know, more than two dozen USACE EM organizations have voluntarily engaged in the Emergency Management Accreditation Program, or EMAP. Five USACE emergency Management Programs have completed their on-site EMAP assessments. Huntington and Wilmington Districts are both accredited. Pittsburgh, Philadelphia, and Seattle Districts are at different phases within the process. With six more USACE assessments scheduled within the next year, there should be several opportunities for USACE employees to volunteer to serve as assessors.

If you meet the qualifications and have the time, think about volunteering. It may be an opportunity for you to help not only your own emergency management program be successful in the EMAP process, but also to learn from other programs and share their best practices throughout USACE.

An EMAP Assessment Team is comprised of six people: five assessors and one assessment team leader. Assessors come from city, county, state, Federal, and higher education emergency management programs. USACE Program Assessment

Teams have thus far included two USACE employees. EMAP assessors must have been through the training and must also possess minimum qualifications including, but not limited to, five years experience in an emergency management position, experience in at least one emergency management operation, and the ability and willingness to serve as a neutral observer.

During the on-site assessment, assessors look for proofs of compliance with the 64 EMAP Standards through written documentation, interviews, or observation/demonstration. Although the basis of compliance is often met in the form of a plan, the mere existence of a particular plan may not be sufficient to prove compliance with a standard. Documentation also must be provided to show that the plan is consistently being reviewed, exercised, revised, and disseminated/communicated to stakeholders. For example, a COOP plan would be compliant if it is reviewed by your advisory committee, exercised, revised according to AAR feedback, and re-published and shared with stakeholders.

This is where the experience of serving as an EMAP assessor is very valuable.

Not only does the assessor become more knowledgeable regarding what is required to become EMAP accredited, they also learn what assessors look for as proofs of compliance. This is invaluable for building knowledge and preparing for ones' own on-site assessment. Assessors are reminded to go back to the standard and to focus on the language and elements of the standard rather than on their interpretation of the standard.

Serving as an EMAP assessor also reinforces one of the key aspects of EMAP in that it views an emergency management program holistically or comprehensively. An emergency management program, as defined by EMAP, is "a system that provides for management and coordination of prevention, mitigation, preparedness, response, and recovery for all hazards. The system encompasses all organizations, agencies, departments, and individuals having responsibilities for these activities." As the "Commander's Program," this requires input from offices external to emergency management, something that is critical to remember throughout the accreditation process. ■■

PL 84-99 Program Updates

By Robert K. Grubbs, P.E., PL 84-99 Program Manager



Students participate in a field trip during the PL 84-99 PROSPECT Course in New Orleans, LA.

This is the first column of what will become a standard part of the newsletter in the future. We will provide you updates about various topics of interest, highlight some best practices and exemplary efforts, and provide you with information that will assist in enhancing the capabilities of our EM team.

The Water Resources Reform and Development Act of 2014

The Water Resources Reform and Development Act of 2014 (PL 113-121), signed into law on 10 June 2014, will have a number of impacts on the PL 84-99 Program. Most important is Section 3029, which makes two separate amendments to PL 84-99 concerning the rehabilitation of flood risk management projects and the rehabilitation of Coastal Storm Damage Reduction projects. We are working through all aspects of these amendments to develop sound, coherent, efficient, and effective policy. Once approved by senior leadership, these changes will be provided to you as quickly as possible.

ER 500-1-1 Revisions

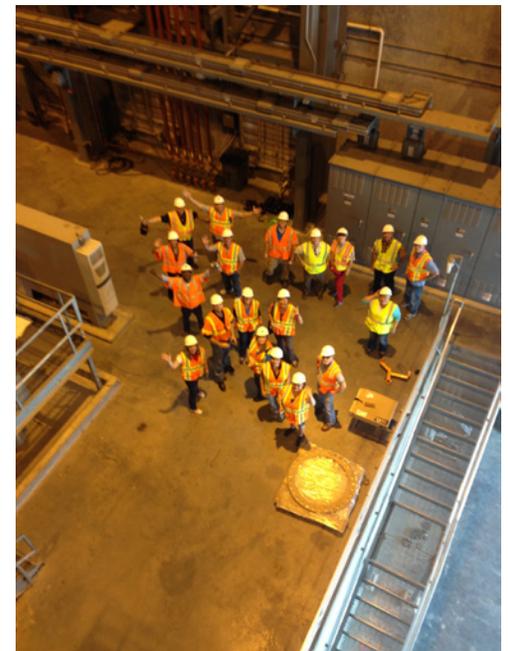
The Project Delivery Team that is revising ER 500-1-1 and 33 CFR Part 203, under the leadership of Jeff Jensen, has been pushing hard to reach each succeeding milestone required before final publication. This will allow us to set the stage for the final completion effort. We will be incorporating the WRRDA 2014 amendments into the revision effort so that we have a clean, fully up-to-date set of policies to use.

PL 84-99 PROSPECT Courses

This year's PL 84-99 PROSPECT courses were well attended and well received. Kudos to Dr. Steve Diaz and the RSC staff and Janie Hughes at the USACE Learning Center for their support, to instructors Paige Caldwell, Jud Kneuvean,

Willem Helms, Paul Holtz-Dobie, and Tom Porter, and many other guest speakers for their excellent work. Three courses are being planned for next year. The first will be at Tulsa District 21-24 April. The second will be 12-15 May at the Seattle District. We are still finalizing details of the third course.

In addition, to address an identified gap, we will be developing a PL 84-99 Advanced Course, and we hope to beta test the course by the end of FY15 so it can be offered in FY16. The advanced course will be only for experienced EM personnel, and will concentrate on technical development of the EM and techniques/best practices to be more efficient and effective in this era of limited resources. 



A group from the PL 84-99 Prospect Course visit the West Closure Complex in New Orleans, LA. (Photo by Heath Jones)

FACTOID: PL 84-99 is formally known as Section 5 of the Flood Control Act of 1941, and will celebrate its 75th anniversary in 2016.

LGL Training Highlights

By Patsy Fletcher, ESF #3 Permanent Cadre Member, Natural Disaster Program Manager



Scenes from this year's LGL in-residence course, held in March 2014 at the Readiness Support Center.

"Trust me. This will be the best week that you'll ever have as an LGL."

This year's Local Government Liaison training opened with these words, and though it's not much of an endorsement from the ESF #3 Permanent Cadre proponent who was serving as facilitator of the class, it is an accurate appraisal for two reasons. First, serving as a Local Government Liaison (LGL) is quite possibly the toughest job a person can have following a disaster. Second, the instructors of the annual LGL training put a great deal of effort into making the week a relevant, interesting, and fun experience. This year's training, held the week of March 10 at the Readiness Support Center, was no exception.

The purpose of the LGL cadre is to work with local governments on mission scoping, assignments, and significant issues to ensure that the locals understand the Corps' role during Federal response and recovery. While the LGLs cannot accept a mission or task from the locals, they can inform locals on the proper procedures for

requesting assistance. Additionally, they can keep locals informed on mission status and progress.

LGLs serve as a communications conduit and their overall mission is to "facilitate success." As such, LGLs must have excellent interpersonal and communication skills, be problem solvers, be able to work independently and in stressful environments, and above all be able to remain flexible. Bottom line? They've got to have skills.

The challenge for LGL instructors is to develop training that not only informs LGL candidates about ESF #3 missions and Corps authorities under Public Law 84-99 but also tests their skills. Trying to find the right balance between briefings, scenario-based exercises, and discussion of real life experiences can be daunting. The team of LGL Subject Matter Experts (SMEs) and Specialists (SMSs) who coordinated this year's training did an outstanding job. Because one of the LGL SMEs, Shivaun White (POH), is currently deployed overseas, Lincoln Gayagas (POH)

and Clint Wilson (ERDC) were asked to assume the role of SMS and serve on the LGL Training Team. Perhaps they were volunteered, but both became integral parts of the training team and now have a better appreciation of the time and effort required to develop and deliver such dynamic training.

The remainder of the training PDT was comprised of "old school" SMEs CJ Hamilton (LRH), Liz Holland (SPK), Todd Miller (NAO), and Steve Sweeney (ERDC). Long distance collaboration spanning five time zones was initiated in December. The group then met in Mobile the weekend prior to training in order to put finishing touches on various training modules. But LGL training really started in January when the class was divided into six teams and given a project to work on to present during class.

In order for LGLs to effectively communicate with locals about typical USACE missions under the NRF, they must have a working knowledge of the NRF and the missions themselves. For the

2012 Assistant Team Leader training, on-line modules for each of the missions were developed and posted on the Readiness Support Center's website at: <https://rsc.usace.army.mil/training/at/>. For 2013 LGL training, the modules were pre-requisites for attending training. Because of this, the training PDT was able to cut a full day from the class agenda that year.

Building on this capability, each of the six teams was assigned one module to be reviewed during the in-residence portion of the 2014 training. The teams, comprised of LGLs with different levels of experience, were asked to review a module and prepare a 30 to 45 minute presentation that would review key points of the mission. They were also asked to consult with full-time mission SMEs to determine if there were any changes to the missions and to cover those during LGL training.

The assigned task not only promoted team building but also provided the instructors with an opportunity to evaluate the LGL candidates' teamwork, leadership, and communication skills. The resulting presentations were not only informative;

they were also quite creative with one group testing the classes' knowledge of their mission via a modified version of monopoly and another through a few of rounds of Pictionary. All in all, they developed very memorable ways for students to learn and remember the material.



One change in this year's in-residence training was having the "newbies" arrive one day early for a special day of introductory training. "Newbies" included all new candidates and those cadre members who had attended training only once before. The smaller class setting allowed for more questions and discussion and seemed to alleviate some of the "fire

hose" effect that new students typically experience.

Following a full day of training, the "newbies" met the rest of their classmates for the icebreaker "challenge" which included a mission-based scavenger hunt. Each of the teams had to visit seven different locations in downtown Mobile and perform a challenge. Of course, a task is never complete until it has been reported, so the teams had to provide situation reports from each of the seven locations back to a "mission manager" who remained in the "operations center" at the hotel.

While most of the challenges in the game were somehow mission-based (such as putting together a model of a Manufactured Housing Unit without instructions); some were just plain fun, like trying to be the first to eat a whole double-decker moon pie. It was a great deal of fun, a great deal of team building and resulted in one major lesson learned: If your communications go down, you had better have a backup plan to get your SITREP submitted, otherwise you were out of the running! 🚒



The 2014 LGL Class and Instructors

New Common Operating Picture Briefing Products for ESF #3 Missions

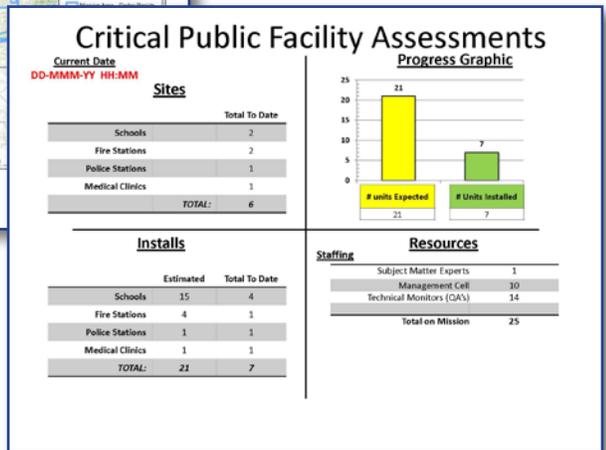
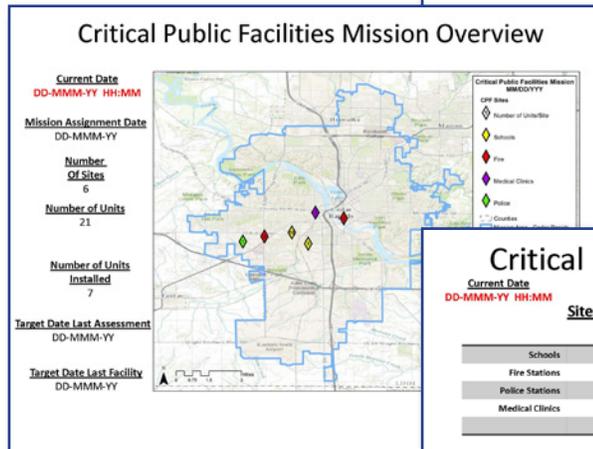
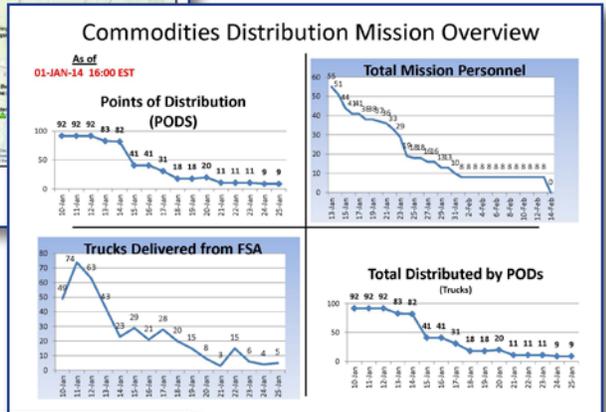
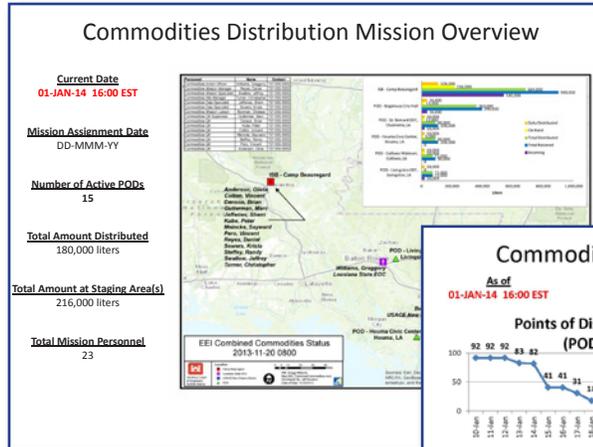
By Shelly Shafer, ESF #3 Permanent Cadre Member, Natural Disaster Program Manager

A PDT was recently established in response to AAR comments and the last RAP Workshop to develop standardized Common Operating Picture (COP) briefing products for USACE's primary ESF #3 missions. This PDT is comprised of representatives from several of the MSCs, Districts, the UOC, Permanent SMEs and members of the GIS community. The COP initiative began with determining what data was needed and how that data would be collected.

The first step was to define the Essential Elements of Information (EIs) for each mission and develop the EEI Collection Plan. Dewey Harris provided SAD's plan as the foundation from which the overall plan was built. The EIs were the basis for the data that was collected and used in developing the COP Briefing Products.

The next step was to ensure this data can be easily collected and reported by each of the Planning and Response Teams. The logical answer was to look at modifying the existing ENGLink system since it is the authoritative record for all disaster response activities. With the help of the ENGLink Team, the PDT was able to incorporate an EEI module that has data entry points for each mission and the associated EIs. The team also developed a new ENGLink All Hazards SITREP Template that is not only more user friendly and comprehensive, but can also pull in all of the EEI data with a single click.

With steps one and two complete, the PDT went to work in developing the visual products to be used for the COP. This effort involved not only the PDT, but relied heavily on each of the Mission SMEs and their assigned GIS Specialist(s). Using the EIs as their basis, each team went to work developing the mission



overview map and the associated quad slide represented in this newsletter. Each set of two slides provides all of the EEI data for each mission.

The intent is that these slides will be used USACE-wide as the standard template for all organizational levels, though they

may need to be tweaked periodically to address unique circumstances and/or requirements. If you have any comments or recommendations, please provide them to Shelly Shafer, at michelle.m.shafer@usace.army.mil.

International Risk Management: The Civil Military Emergency Preparedness (CMEP) Program

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

In the last newsletter, we explained how the CMEP program began after the Office of the Secretary of Defense asked the U.S. Army Corps of Engineers to execute a program designed to help former Warsaw Pact countries better prepare to manage the consequences of all hazards disasters. The following article continues the CMEP story from 2006 to the present.

By 2006, CMEP activities in Europe and Central Asia had developed to the point that USACE was ready to make CMEP a program of record, institutionalizing it as an Office of the Secretary of Defense (OSD) program that USACE would execute for the Department of Army (DA). A concept plan describing CMEP goals and objectives and outlining a proposed concept of operations was developed and approved by the Department of Army. This plan envisioned expansion of CMEP from a program working only with former Warsaw Pact countries to a program that was global in scope.

CMEP would provide support anywhere that a Geographic Combatant Command (GCC) – (EUCOM, CENTCOM, AFRICOM, SOUTHCOM, and PACOM) was interested in having the program operate. The goal was to support GCC theater security cooperation requirements related to building capability to manage the consequences of all hazards: natural hazards (earthquakes, floods, hurricanes, droughts); technological accidents (Bhopal, Tisza River cyanide spill); and the use of weapons of mass destruction. Non-Warsaw Initiative funds permitting operation in SOUTHCOM, AFRICOM, and PACOM became available in 2010 and 2011.

CMEP execution was managed from HQUSACE's Directorate of Contingency Operations, drawing from significant USACE experiences as the lead Federal agency for Emergency Support Function #3, Public Works and Engineering as part of the National Response Framework. Five program managers had geographically-based responsibility for the execution of CMEP, one program manager supporting EUCOM and CENTCOM, one supporting AFRICOM, one supporting SOUTHCOM, and one supporting PACOM. All worked with the lead manager for program execution at HQUSACE.

CMEP grew significantly from three activities in a single country each year in the late 1990s to 39 activities in multiple countries in both 2010 and 2011. CMEP was prepared to execute 60 activities in 2012 until USACE redirected CMEP manpower in response to changing Army priorities. As a result, CMEP staff were reassigned and the program moved to the Department of Army as Army Global CMEP.

In mid-2012, OSD Partnership Strategies and Stability Operations (OSD [PSO]) asked USACE to resume execution of CMEP. Following a series of meetings with OSD (PSO) and DA staff and a series of senior level USACE discussions, USACE accepted responsibility for the program's execution and reorganized management of the program to be comparable with other USACE programs.

Rather than managing from HQUSACE, the Major Subordinate Commands (MSC) supporting the GCCs were charged with

managing CMEP execution for their supported COCOM. Unity and continuity of the program will be provided by a small management cell at HQUSACE responsible for interaction with the CMEP program manager, HQDA, the Defense Security Cooperation Agency (DSCA), and other Federal agencies supporting the program. This small cell will work with the MSC program managers to oversee activity content and consistency with program objectives, coordinate upward reporting, manage funding, and provide other support as necessary.



At present, CMEP program management is provided by the Center for Civil Military Relations (CCMR), a component of the Naval Post Graduate School in Monterey, California. This function is scheduled to move to the Center for Excellence in Disaster Management and Humanitarian Assistance (CfE) at the beginning of FY 2015. ■

The Role of CISM During Emergency Management Situations

By Kevin Ewbank, MVR, and Sam Price, SWF, Peer Supporters

Critical Incident Stress Management, also called CISM, is a stress management program that combines pre-crisis preparation and education with in-crisis support and post-crisis follow-up. The program helps people recover more quickly from abnormally stressful situations and incidents, known collectively as “critical incidents.”

A critical incident is any event that overwhelms the capacities of a person to cope psychologically with the incident. Can you think of a more critical incident than responding to a natural or manmade disaster?

During an emergency response deployment, USACE employees experience many stressful situations that can combine to create extremely high stress levels. Those situations include long working hours over an extended period, dramatic climate changes, witnessing loss of life, seeing injured people, being directly involved with wide-spread destruction of property and communities under sometimes intense media scrutiny, sleep deprivation, and poor eating options.

Emotional and physical symptoms of stress on your body increase the longer you are exposed to those situations. The physical toll compounds over time and can become detrimental. Under the sheer quantity of stress to which you are exposed, your internal process for coping with normal daily stress can become overloaded or break down. Your natural ability to cope can become overwhelmed. Such breakdowns make it harder to get relief from the stress you are experiencing.

When the stress is left unmanaged, it can take longer to fully recover. This can lead to Post Traumatic Stress Disorder,



A CISM Peer Supporter chats with a QA Inspector during a deployment.

or PTSD, and other long-term recovery issues related to both physical and emotional health. The CISM program is available to help USACE emergency responders cope with their stress.

The peer supporters within CISM have specialized training and a collection of tools to guide individuals and groups on a quicker path to emotional recovery

from critical incident exposure. CISM can provide immediate support tools to reduce the overall impact of acute or cumulative stress, and to accelerate emotional recovery in responders.

Recently, due to the continued success of CISM and the growing needs within USACE, General Bostick required all USACE Divisions and MSCs to participate

in the CISM program, thus making CISM an agency-wide operation. The CISM program promotes a respectful, supportive, and healthy work environment as part of U.S. Army Ready and Resilient Campaign.

A CISM response team is required to be deployed to support the USACE family for a wide range of incidents, including:

- Traumatic events including natural or manmade disasters and acts of terrorism
- The death or serious injury of an employee at work
- Employee suicide or unexpected death
- Suicide of an employee's family member

- Significant events involving children
- Public fatalities (including exposure to a grieving public)
- Mass casualty incidents

As we know, no two disasters are exactly alike. For this reason, a CISM disaster response needs to be tailored to meet the needs of a disaster response. The use of a Recon Team, the size and number of Peer Supporters used in a Critical Incident Response Team (CIRT), the number of CIRT Teams, the length of response and other factors are all adjusted to meet the needs of the event.

Funding for CISM Recon Team and CIRT(s) is attached as an item under the Regional Activation Mission Assignment.

Close coordination with the ESF #3 Team Leaders at a Joint Field Offices is required for justification of the mission.

CISM is not run by a contractor or outsiders, but is staffed and managed by fellow USACE employees that have volunteered to serve. While we are not psychologists or therapists, the CISM program works with the EAP for additional services if needed.

To request activation of a CISM Team for a disaster, contact us through email or by calling one of the following program leads for coordination of deployment. 

Contact email: DLL-CEIT-CISM-VM@usace.army.mil

Contact info for CISM Program Managers

Mark Roderick,
CISM Program Manager
Mark.D.Roderick@usace.army.mil
Work 618-724-2493
Cell Phone 618-218-8687

Melissa Salsgiver,
CISM Program Co-Manager
Melissa.L.Salsgiver@usace.army.mil
Work 724-763-3161
Cell Phone 412-719-9218

Chris Smith,
CISM Deployment Manager
Chris.I.smith@usace.army.mil
Work 501-324-5674
Cell Phone 501-920-1494

Bev Noel-Chavez
CISM Program Co-Manager
Beverly.j.noel@usace.army.mil
Work 505-342-3255
Cell Phone 505-250-5453

For more information, and for a list of Division and District contacts and Frequently Asked Questions, visit <http://corpslakes.usace.army.mil/employees/cism/cism.html>.



Spotlight on: SWD

By Nancy Church, Logistics Planner, SWD

Division Updates

Tony Semento, SWD RCO Chief, recognizes that his staff has had a very busy pace this year. With this high optempo and busy pace, he can truly appreciate the Division's Motto, "Pacesetters." It seems the pace has not slowed at all in 2014 as the Division started the year supporting responses to ice storms and tornadoes, hosting WebEOC training, as well as being heavily engaged in the annual Combined Readiness Exercise and the Alaska Shield Exercise in March.

As Jared Gartman moved to his new position as MVD RCO Chief from ARNORTH LNO, SWD assumed the latter duty, and it has been a great experience. SWD participated in ARNORTH's annual Hurricane ROC Drill in May with DOD leaders and provided information on USACE's capabilities and response requirements. The Division supported several planning conferences for the Vibrant Response Exercise, an annual certification exercise that trains the nation's military Chemical, Biological, Radiological and Nuclear (CBRN) response capability.

This year SWD has worked diligently to incorporate the changes to the Field Force Engineering (FFE) mission with relocation of the 59th and 273rd FEST. To enhance the recent Crisis Action Team (CAT) training, SWD has invited Rodney Moody to Dallas to provide ENGLink training to the CAT and provide SWD with a Certified Deployment Specialist.

The four District Emergency Management offices have been just as busy this year with events, exercises and day-to-day operations.



SWT EM Chief Bill Smiley provides a Temporary Emergency Power Mission brief at the 2014 SWD All Hazards Table Top Exercise.

A Snapshot of SWT

With the significant drought in the SPD and SWD AOR, SWD has been consistently coordinating with State and Local agencies to gather information for the Division Commander as he prepared for his recent congressional visit. Larry Mendoza, SWD FCCE Program Manager, and Bill Smiley, SWT Emergency Management Chief, have been actively involved in planning meetings with Wichita Falls, one of the most impacted drought areas.

However, Bill will tell you that his office is anything but dry as the Tulsa District's Annual Execution Schedule covering the District's 170 Counties and three States is in full swing. This past period they have completed six of the 10 scheduled functional and table top exercises. These events communicate risk at the community and regional levels regarding flood mitigation, critical infrastructure and all hazards consequence identification and flood response planning. They have

completed eight of the 14 Physical Security Inspections at District Projects and four Regional Briefs on the USACE Emergency Power Facility Assessment Tool (EPFAT).

In the coming months, they will complete their execution schedule, hold a Silver Jackets coordination meeting with the new State of Oklahoma Hazard Mitigation Officer, hold a district-level Risk Communication and Hazard Mitigation Team Meeting, complete Power Team Training for the SWT Power Team and hold a district-level Drought Committee meeting.

Additionally, they have received the 59th FEST from SPD and prepared the team for their current deployment. The District recently hosted the Logistics PRT training and Bill and many of the district personnel provided excellent words of wisdom to the team regarding response support and mission expectations. SWT is also scheduled to host a PL 84-99 Course in FY15.



Two SWF employees engaged in discussion during the Emergency Action Plan Functional Exercise in Lake Lewisville.

SWL Leading the Charge

SWD, in concert with NWD, is developing its Cascadia Subduction Zone earthquake plan to ensure that the Division is prepared to support NWO and the ESF #3 mission in the case of a catastrophic earthquake. Planning efforts are ongoing and a future site visit is scheduled to identify key nodes and locations. SWL's EM Chief Tony Hill has taken the lead on this planning effort.

Tony also works diligently to ensure his District is prepared to respond and

support Arkansas in the event of an earthquake in another area, the New Madrid Seismic Zone. He attended several planning sessions for the recent Earthquake Exercise hosted by the Central US Earthquake Consortium (CUSEC) CAPSTONE 14. This is a Multi-State Exercise designed to test response and recovery capabilities following a major New Madrid Seismic Zone (NMSZ) earthquake.

Tony and the EM Staff from SWL assisted in not only the exercise but also in training and coordinating the USACE

capabilities and responsibilities under ESF #3 missions. This exercise enhanced the knowledge and expectations of not only the Federal partners but also the state and local partners that will be on the front lines of response following a no-notice event.

Tony has encouraged and influenced many non-emergency management types in his District to join the response mission. The Little Rock District has members on the Temporary Roofing PRT, LGL Cadre, ESF #3 Cadre, US&R Structural Safety Team, and External Affairs Cadres.

SWF Exercise Highlights

The U.S. Army Corps of Engineers Fort Worth District recently conducted a Functional Exercise of the Lewisville Lake Dam Emergency Action Plan (EAP) in partnership with downstream stakeholders and state and local Emergency Management Offices (EMOs).

“The Fort Worth District has many critical and varying missions, but there is no other mission more important to us than protecting the life safety of the public,” said Fort Worth District Deputy Commander LTC Neil Craig. “Taking a couple of days to conduct this exercise has provided us the opportunity to practice and perfect our disaster response mission that ensures life safety.”

To ensure the most realistic scenario possible, the Exercise Management Team did not announce the exact date and time of the exercise to the response teams or the public until the exercise was underway. The National Weather Service participated by providing exercise weather scenarios and weather briefings throughout the scripted exercise.

The exercise simulated high rainfall a week preceding a stalled tropical storm, thus causing the reservoir to flood and begin to approach the uncontrolled spillway. On July 28, with exercise reservoir levels rising to an hourly monitoring stage, Water

Management personnel directed Lake Staff and Flood Risk Management teams to close outlet works and begin hourly monitoring of Dam Features for signs of distress.

Technical Maintenance teams alerted Emergency Management of the potential for dam distress due to high water at 7:30 a.m., kicking off the exercise. The flooding in turn caused internal erosion that led to imminent dam failure. The exercise took the Fort Worth District's field teams from Dam Safety, Operations and Water Management, Crisis Action Team (CAT) and Crisis Management Team (CMT) through the stages of Alert, Spillway Flooding, Warning, and Imminent Dam Failure.

"Exercises such as this help strengthen relationships with the local, State and Federal Emergency Management Partners so that when a real disaster strikes, we not only know our roles, but also what is expected of each other," said Fort Worth District Emergency Manager, Michael Kingston. "This helps to reduce risks associated with a flood event."

The Fort Worth District periodically conducts disaster exercises to rehearse all facets of coordination, communications, and effectiveness of its Emergency Operations Center and field personnel. "They all had decisions to make, and actions to take," said Kingston. "It allowed them to work with our State and Federal agency partners and Emergency Management offices within the identified downstream inundation areas."

Media representatives were invited to the field portion of the exercise, where they captured the instrumentation monitoring and sandbagging efforts conducted by field personnel. The exercise concluded once downstream and partner Emergency Managers were notified of imminent dam failure and the need for immediate evacuation of their population at risk. Emergency Management personnel followed up with an out-briefing and After



Tony Hill, SWL EM Chief, engaged in discussion during the 2014 SWD All Hazards TTX.

Action Review for to assure partners have adequate information to continue planning for this hazard in their jurisdiction.

"Discussions of consequences and assisting downstream and partner EMOs in developing their respective EAPs is key to producing 'well managed' consequences and reducing our life safety risks" said Jason Vazquez, Fort Worth District Dam Safety Program Manager.

SWG's Beachfront News

SWG participated in a number of events over the last quarter, many of which were in preparation for the 2014 Hurricane Season. One such event was the Texas Emergency Management Conference, where SWG provided a presentation on PL 84-99 and EPFAT.

The PL 84-99 presentation focused on how USACE can provide assistance to local communities and the State under its own authorities for flood fights, inspection of non-Federal levees, how the Rehabilitation and Inspection Program works, and capabilities to assist with potable water during a drought. The EPFAT presentation described how the tool works and showed how it could save

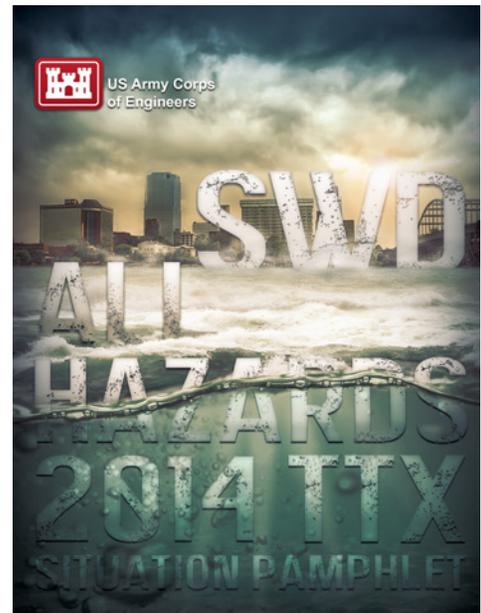
valuable time following a disaster. Local, state and Federal personnel from across the state were very interested in the program.

SWG also participated in several planning meetings and the subsequent response exercise to a Houston Improvised Nuclear Device (IND) terrorist attack. This event shaped the FEMA response plan to a Houston IND; a top priority for FEMA Region VI based on their 5-year Regional Strategic Planning Intent and of special importance to SWD as the Division prepares its corresponding Annex IAW USACE FRAGORD 25 to All Hazards Plan.

The Galveston Emergency Management Office also participated in Houston-Galveston Hurricane workshop, Fort Bend County Hurricane workshop, Coastal Bend Emergency Management workshop, and the City of Galveston Hurricane meeting. SWG Emergency Management personnel provided information on planning, response, and recovery, rehabilitation and inspection program for non-Federal levees, USACE capabilities under ESF #3 and water safety to over 10,000 people in attendance at these events.



Senior Leaders and Division and District personnel attend the 2014 SWD All Hazards TTX



SWD All Hazards TTX Situation Pamphlet

SWG also provided ESF #3 personnel to support FEMA VI RRCC as part of the CUSEC CAPSTONE 14 exercise. This earthquake exercise was used as a training exercise for the federal response.

2014 SWD All Hazards TTX

On June 10, 2014, SWD held its annual Table Top Exercise (TTX) that extended beyond the usual Hurricane TTX and enveloped an All Hazards approach. SWD's EM Specialist, Contingency Planner Greg Deleon-Guerrero in concert with the Readiness Support Center, have continued to provide a top-notch TTX that has grown over the years and extended to promote Senior Leader involvement with both Federal and State partners.

This year's TTX included emergency response capabilities under not only the National Response Framework but also through USACE's own authorities under PL 84-99 emergency response. SWD was fortunate to have Senior Level participation from the International Boundary and Water Commission as the Division exercised flood control and coast emergency in the Rio Grande Valley area.

Other key agencies in attendance included Texas Department of Emergency Management, Wichita Falls Department of Public Works, the National Weather Service and key senior leaders from FEMA Region VI, including the Regional Administrator Mr. Tony Robinson. In addition to those interagency partners, SWD values and appreciates the support and attendance from our partner Divisions and Districts. Thanks to Joel Hendrix, SAD RCO; Kelly Aasen, SPD RCO; Jeff Daniels, SPA EM Chief; Jared Gartman, MVD RCO and John Leighow, NWD RCO. Finally, the Division would like to extend appreciation to Key Leaders from HQUSACE including Ms. Karen Durham-Aguilera, DCO/OHS; COL Peter Rayna, HQUSACE G3, Mr. Eric Conrad, USACE ESF #3 Permanent Cadre Lead, and Pete Navesky, ESF #3 Permanent Cadre Member.

The Annual Vibrant Response Exercise

LRD, NWD, and SWD all participated in the weeklong Vibrant Response Exercise from 21-25 JUL 14. This year the exercise was based on a 10K nuclear detonation occurring in the vicinity of Indianapolis, Indiana.

This ARNORTH exercise help assure the nation's readiness by ensuring that units, regardless of service, component or state, are interoperable, speak the same language, and are able to operate as national CBRN responders. Exercise Vibrant Response provides rigorous and realistic training to prepare DOD's CBRN response units to integrate with civilian partners and respond to natural or manmade catastrophic CBRN events.

In support of both FEMA mission Assignments and SWD's ARNORTH LNO Responsibilities, USACE deployed ESF #3 Cadre members, Civil Planners, and GIS Techs to the NRCC, FEMA Region V, the State EOC, IMAT, and ARNORTH. This provided an opportunity for USACE to interact with its partners to promote interagency relationships as well as build better understanding of this catastrophic response mission.

Understanding the Commodities PRT

The Southwestern Division is the proponent for the Commodities Distribution Mission. So what does a Commodities Distribution PRT actually do?

The Commodities PRT integrates the holistic effort of Federal, state and local governments and volunteers to maximize capabilities in procuring, staging, and distributing life-saving and life-sustaining resources such as safe drinking water and meals to survivors during the failure of the water and food distribution infrastructures in the aftermath of a natural disaster or terrorist event.

Some FEMA Regions need/request assistance to operate Federal/State Staging Areas and commodities distribution systems. Unfortunately, many states do not have a full time logistics staff for emergency response and typically, these states don't have commodities distribution plans/capabilities to provide life-sustaining commodities after a disaster.

The commodities teams provide expertise in forecasting, planning and distribution of life sustaining resources. The team quickly develops a burn rate of commodities to help prevent over and under ordering quantities of life-sustaining supplies in impacted areas. This promotes resiliency within the impacted community and minimizes the need for shelters. Proper forecasting can help save taxpayer dollars.

USACE's ability to manage vast projects and programs is advantageous when managing the flow of numerous trucks and the distribution of life-sustaining resources. To put it simply, commodities distribution is a management function that ensures an emergency distribution infrastructure exists in the aftermath of a man-made or natural disaster when the normal distribution infrastructure has been disrupted.

Common Commodities PRT duties include assisting FEMA and/or State Staging Operations with the following items:

- Developing commodities requirements based on historical factors
- Tracking "burn rate" of commodities to allow for intelligent ordering
- Receiving and documenting inbound commodity resources
- Ensuring timely distribution of commodities based on projected
- Conducting Point of Distribution training for locals
- Conducting Distribution System training for states



EM CoP Personnel Changes

By Bill Irwin, USACE Liaison to FEMA



Ms. Karen Durham-Aguilera congratulates Spencer Schargorodski on his Commander's Award for Civilian Service.

Spencer Schargorodski recently accepted a position with FEMA where he serves as the Situational Awareness Unit Leader for the National Incident Management Assistance Team (East). Spencer began work with USACE as a summer hire during which he assisted with the national level disaster planning efforts.

In the summer of 2012, Spencer moved to FEMA Headquarters where he served as one of the USACE liaisons to FEMA, while simultaneously pursuing his master's degree at George Washington University. While at FEMA Headquarters, Spencer had the opportunity to deploy as a USACE Assistant Team Leader in the National Response Coordination Center (NRCC) for numerous disasters, to include the Midwest Floods, Hurricane Irene, and Superstorm Sandy.

Spencer will be missed by the USACE EM community, but we are very pleased that he will have the opportunity to gain valuable field and leadership experience in his new position with FEMA. 🇺🇸

Upcoming Events: Dec. 2014 - Apr. 2015

FEST Training:
9-18 December 2014

ESF #3 Team Leader Workshop:
3-5 February 2015

Local Government Liaison Training:
9-12 March 2015

CREST, EnvST, and Logistics Training:
17-20 March 2015

FEST Training:
24 March - 2 April 2015

Look for the next edition of the newsletter in March 2015. We welcome your comments and feedback.

This newsletter is a product for and by the Emergency Management Community of Practice. The views and opinions expressed in this unofficial publication are not necessarily those of the U.S. Army Corps of Engineers or the Department of the Army.

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.